

Project Deliverable

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Title D2.3. CURRICULUM FOR HIGHLY INTENSIVE TRAINING ACADEMIES

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PU	Public	X
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 :

This document describes the overall curriculum and material that will be used for the academies of the H2M training programme. In this regard, it integrates the inputs from partners and previous project activity (mainly Training Needs Analysis) and offers an explanation regarding the content of academies and the ways these blend in together to achieve significant synergies.

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1. INTRODUCTION

Preamble: This document regroups information that is present in previously presented deliverables (D.2.1, D.2.2., & D.4.1). However, this document offers more detail and up-to-date information as to the progress of the training programs.

In this sense, the Training Needs Analysis (TNA) and roundtable discussions conducted by the Health-2-Market consortium confirmed that our main target audience is not homogeneous, but rather divided into unique cluster groups. These clusters show significant variation in their attitudes towards entrepreneurship/commercialisation activities, and have different training needs.

To address prospective participants' diverse needs, the Health-2-Market training programme (academies, seminars, and e-learning) is characterized by a high degree of modularity. Over the next 2-3 years 7 Academies (2 per Business School plus 1 pilot Academy) will be conducted at a European level on the following topics:

1. *Intellectual Property, Ethics, and the Utilization of Academic Research in health/life sciences*
2. *Entrepreneurship and Business Planning in health/life sciences*
3. *New Venture Creation and Marketing in health/life sciences*

In addition, 15-17 training seminars (5 per Business School plus 1-2 pilots) will be held in the same time frame (refer to D.2.2 for more details). As explicated in following sections, seminars demonstrate an even higher degree of modularity, focusing on specific topics of interest and being organized at the regional rather than at the European level. This will allow for a wide regional coverage all over Europe and facilitate the access to training for health/life science researchers from different backgrounds.

Training will be facilitated by the use of diverse methods, including business case studies, short cases, interactive material, and workshops. Material for the training will come from many different sources. Many cases, small case, interactive cases, and workshops have been developed by or are currently under development at the 3 business schools that are part of the H2M consortium (IE, SKEMA, UGOT) and other partners (e.g. engage, inno). Other material will be sourced from "open-source" sources like MIT's depository of business cases. Where applicable and possible, the 3 business schools will develop new cases (and supporting material such as teaching notes) that will be based on the experience of training participants. It is thus planned to update the training material continuously during the project lifetime, in particular with regards to the case studies' development based on training participants' own cases.

The sections that follow detail the training curricula and the respective dates of the academies.

In addition, the "Entrepreneurship and business planning in health/life sciences" academy is the one that will be used as the pilot academy from 2 to 6 September 2013. The event will be hosted at SKEMA Business School in Sophia-Antipolis (France) and many Health2Market partners will attend this important venture academy. Indeed, the latter aims at discovering the strengths and

more importantly the weaknesses that have to be worked on in order to offer the best training possible to rising entrepreneurs in the life- and health- science fields.

2. ACADEMIES

2.1. UGOT Academy: Intellectual Property, Ethics & the Utilization of Academic Research in health/life sciences

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.

Materials used

In order to fully appreciate the value of the training offered, the attendees will receive a portion of class-like training and expositions followed by many practical activities. In the case of the present academy, the attendees will have focused exercises and practical activities that will allow them to work on such key capabilities as:

- Identifying and assessing intellectual assets in existing research projects
- Mapping and evaluating the contractual relations
- Evaluating the public value creation of the research

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
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

2.2. SKEMA Academy: Entrepreneurship and Business Planning in health/life sciences

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.

In addition, this academy is the one that will be used as the pilot academy from 2 to 6 September 2013. The event will be hosted at SKEMA Business School in Sophia-Antipolis (France) and many Health2Market partners will attend this important venture academy. Indeed, the latter aims at discovering the strengths and more importantly the weaknesses that have to be worked on in order to offer the best training possible to rising entrepreneurs in the life- and health- science fields.

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

Materials used

In order to fully appreciate the value of the training offered, the attendees will receive a portion of class-like training and expositions followed by many practical activities. In the case of the present academy, the attendees will have focused exercises and practical activities that will allow them to work on such key capabilities as:

- The domain and characteristics of their innovation
- Build their value proposition, their business model and financial objectives
- Pitch and present their ideas in a structured fashion.

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
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

2.3 IE Academy: New Venture Creation and Marketing in health/life sciences

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.

Materials used

In order to fully appreciate the value of the training offered, the attendees will receive a portion of class-like training and expositions followed by many practical activities. In the case of the present academy, the attendees will have focused exercises and practical activities that will allow them to work on such key capabilities as:

- Problem identification and how to deal with them
- Integrated marketing tactics for new business development
- Developing a disciplined approach to the analysis of business problems

Training Schedule

Two sessions at IE:

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

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

3. TRAINING MATERIAL & ASSESSMENT OF TRAINING QUALITY

3.1. Training Material

3.1.1. Material Development

Where possible and appropriate, training material already developed by the 3 business schools will be used. When this is not possible, training material will be obtained from external sources. In this case, and to the degree that this is possible, trainers will utilize open-source material. When deemed necessary for the purposes of training, material can also be purchased (e.g. HBS business cases).

In addition to material that is already available, the Health-2-Market project team will prepare business cases based on trainees' attempts to commercialize their technology or products and their respective experiences. Moreover, the partners will develop material for the trainings, such as business cases based on real-case examples from consortium partners' experiences and contacts (e.g. health start-ups). When appropriate, such business cases will be incorporated to the

Health-to-Market training curricula (i.e. upcoming academies and seminars) and they will in any case be accessible through the e-learning platform.

Given the aim of the academies, it seemed appropriate for attendees to have a correct blend of theory and practice. In this sense, in the practical part of their training, attendees will focus on practicing activities that will give them a higher chance of success once they decide to launch their venture. For instance and as described in the previous section, each academy will have their specific practical activities allowing for the best development possible. For example, the SKEMA academy: attendees will work on the domain and characteristics of their innovation; build their value proposition, their business model and financial objectives; expose their ideas in a structured fashion.

These highly practical and interactive materials should allow attendees to get the best from the proposed academies. Furthermore, the training tools, cases and outcomes of the academies will be put in a repository where they will be accessible by attendees. They will thus be able to rediscover the material presented and thus increase their chances of success.

3.1.2. Type of Material

For the purposes of training, a combination of business cases, workshops, videos, and interactive role-plays will be used. This blended learning approach facilitates the exploitation of synergies among the different methods of learning and maximizes their efficiency. As a norm, theoretical concepts are first introduced through short lectures and/or with the aid of multimedia. Subsequently, trainees apply them hands-on to address problems presented in specific business cases or as parts of workshops and/or role-plays. By inception, the weeklong academies offer far greater practical interaction than the 2-day seminars and this will be key to the academies' success as well, and perhaps even more importantly, key to the success of the attendees' business ventures' success.

As the experience of the 3 business schools has demonstrated, the hands-on application of theoretical concepts to solving real business problems makes for a deeper learning experience, whereas the frequent change of learning media maintains a high level of interest and engagement among the trainees.

3.1 Assessment of Training Quality

Where appropriate and possible, the Health-to-Market training modules will incorporate feedback mechanisms that will facilitate the assessment of the effectiveness of the training. In the case of the academies, the assessment of learning will be conducted through the evaluation of the deliverables outlined in the preceding Section 2. A similar format of deliverables will be used (and evaluated) in the case of seminars as well.

To further ensure the high quality of the training, Health-2-Market partners will observe trainers at the pilot academies and seminars. Moreover, the feedback of participants will be actively sought with the use of *teaching evaluation* forms that will assess the quality of both the trainer

and the training material. All reasonable effort will be made to adjust teaching style and content according to feedback and in order to maximize efficiency.

As an additional step to ensure consistency among different training media, trainers will develop teaching notes (unless such notes are already available) detailing the process and learning points of the specific training modules. Also, when applicable and necessary, trainers will be coached before the actual training takes place.

4. CONCLUSIONS

The modular form of the Health-to-Market training programme allows for maximum tailoring to the specific needs of individual researchers. Possibly even more importantly, the blending of different training methods, both online and offline, that emphasize action learning, facilitates the maximization of synergies between them and of the training programme's effectiveness.

Moreover, the incorporation of active feedback loops allows for the constant evaluation of the training programme's effectiveness and its just-on-time adjustment to the specific needs of different trainee cohorts.

Finally, the creation of a repository of training material, some of which will be based on the individual case of trainees, ensures that trainees will be able to revisit and revise the concepts techniques, and tools covered in their training programme, whereas other aspiring entrepreneurs will have at their disposal high-quality tools that can aid them in their attempt to commercialize their product or technology.