



## Delivery Program for the Technology Transfer and Commercialization Training to ACCTTiVate grant recipients

*“Tech Comm Academies”*

IESE BUSINESS SCHOOL – UNIVERSITY OF NAVARRA



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Abstract
The present document outlines the general approach, the implementation process and the general structure concerning the development of a series of specific training workshops addressed to the ACCTiVate' s selected recipients to be delivered in the four geographic poles covered by the project over a period of three month starting in December 2017.

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## **1 GENERAL BACKGROUND**

ACTTiVate will be providing the following business support services to the selected projects in order to contribute to enhance their innovation capabilities, enable their technology transfer developmental paths and access to markets and further external resources and financing:

- Focused training workshops
- Coaching and mentoring schemes
- Matchmaking events with ecosystem players
- Mobility and exchange programs
- Follow-up scheme and help desk facility

To be entitled to participate in the described funding scheme, all the ACTTiVate selected projects (50 top-ranked) will have to go through the ACTTiVate business support services scheme and comply with the linked specific requirements. The business support services scheme will provide for a tailored approach in line with the stage of development and needs of the selected projects.

The present document outlines the delivery program for the implementation of the so called Technology Transfer and Commercialization Training Workshops ('Tech Comm Academies') addressed to the ACTTiVate's selected beneficiaries.

This program is to be delivered in the four geographic poles covered by the project over a period of three months starting in December 2017. A description of the general approach, the implementation process and the general structure concerning the development of the training workshops is included below.

## **2 THE 'TECH COMM ACADEMY' APPROACH**

All ACTTiVate selected projects (50 top-ranked projects) will be attending a specific training focused on the technology transfer/commercialization process of their innovative developments.

The specific training program will comprise the development of one training workshop to be held in each of the four defined geographical poles (Spain & Portugal, Ireland, The Netherlands and Poland).

The 1,5-days workshops will include training and feedback activities, group and individual coaching/assistance, peer-sharing, feedback sessions and remote coaching to be delivered by local and international expert coaches.

By means of a “roadmap” methodology, the projects will receive expert training and assistance to better manage:

- i. the understanding of the key elements of a technology commercialization process as an entrepreneurial process;
- ii. a self-assessment process of the technology transfer potential and/or commercialization attractiveness of their innovative developments;
- iii. a prioritization of the transfer/commercialization opportunities detected;
- iv. the identification and/or consolidation of those technology transfer/commercialization strategies most adequate to create value in the market; and
- v. the preparation of a Strategic Commercialization Plan in the short term (one year) that allows them to progress in the commercialization of their technologies/innovations, and to leverage their innovation capacity beyond the ACTTiVate project.

### **3 DELIVERY PROCESS OF THE TRAINING WORKSHOPS**

The Delivery Program comprises three main stages (see Table 1 below):

1. *Pre-workshop preparation Activities*: Participants carry out preparation activities before attending the corresponding training workshop, including the completion of a strategic self-assessment tool, and the preparation of the assigned reading material.
2. *Training workshop*: Participants attend to a 1.5-days training workshop scheduled in their corresponding geographic pole, and receive assistance to design and prepare an Action Plan (Strategic Commercialization Plan).
3. *Post-workshop activities*. Participants proceed to refine the work done in the workshop internally (Action Plan), and receive remote validation by the assigned expert coach.

Table 1. Development process of a 'Tech Comm Academy'

Development process	Stage I	Stage II	Stage III
	Program Launching and Communication Pre-workshop Preparation	Delivery of a 1,5-days Training Workshop	Post-workshop activities
<b>Date</b>	December 2017 At least 3 weeks in advance of the training workshop	January 2018 Group Size: 12-15 SMEs	February 2018 2-3 weeks after the training workshop
<b>Work area</b>	<i>Self-Assessment and Strategic Thinking</i>	<i>Design and Preparation of a Strategic Commercialization Plan (Action Plan)</i>	<i>Fine-tuning of the work carried out in the training workshop</i>
<b>Prepare/Complete</b>	Strategic self-assessment tool Pre-assignments	First draft of a Strategic Action Plan in the short run (1 year)	Final version of the Strategic Action Plan
<b>Receive</b>	General workshop guidelines Strategic self-assessment tool and support material Reading assignments	“Roadmap” methodology for Strategic Thinking and Planning Assistance to define a Strategic Action Plan Feedback from expert coaches on the work done	Expert review and feedback on the Action Plan prepared

#### 4 STAGE I. PROGRAM LAUNCHING AND COMMUNICATION - PRE-WORKSHOP PREPARATION

This stage of the development process includes the following pre-workshop preparation activities to be executed in December 2017:

- Preparation guidelines, and agenda are to be communicated and sent to participants, including methodology support document, reading assignments and self-assessment tool, at least 3 weeks in advance of the scheduled training workshops.
- Participant SMEs will be completing a strategic self-assessment questionnaire to be submitted in advance to the deliverable responsible.
- Self-assessment data will be processed and sent to the assigned facilitator in advance of the training workshop in question.

## **5 STAGE II. DELIVERY OF A 1,5-DAYS TRAINING WORKSHOP: GENERAL STRUCTURE**

At least one 'Tech Comm Academy' workshop will be implemented in each of the four ACCTIVATE geographic poles (Spain & Portugal, Poland, Ireland and Netherlands) in January 2018. All selected projects participating in the training workshops will have to prepare and deliver a **Strategic Commercialization Plan (D.1)** as part of Phase 1 of the project (Technology Commercialization Strategic Plan).

This exercise will be strongly leveraged on both the quality of the candidate proposal and the quality of a self-assessment preparation task in turn assigned prior to the workshops. In addition, the trainee will have the opportunity to review and check the results of his/her work with the expert coaches assigned to identify additional factors (and/or strengths and weaknesses) that would not be obvious to emerging projects.

A brief description of the general structure and indicative contents of a typical 'Tech Comm Academy' is included in Table 2 below.

Table 2. General structure for a 1,5-days 'Tech Comm Academy'

Day 1 (length: one day)	Day 2 (length: half day)
<p>Case study: Innovation, Technology Transfer and Entrepreneurship</p> <p>Introduction to the working methodology: 'Roadmap' for Strategic Thinking and Planning</p> <p>Introduction to the Strategic Thinking tool and Opportunity Priorization</p> <p>Workshop I (parallel sessions). Review of the strategic thinking process at each project level:</p> <p style="padding-left: 20px;">SMEs work with assigned facilitators to reinforce the analysis of the project's starting situation based on the previous strategic self-assessment</p> <p style="padding-left: 20px;">Output: SWOT Analysis and Opportunity Priorization Matrix</p> <p>Workshop II (parallel sessions). Definition of Strategic Goals</p> <p style="padding-left: 20px;">SMEs work with the assigned facilitators on the definition of the project's key Strategic Goals</p> <p style="padding-left: 20px;">Output: Strategic Map (draft version)</p> <p>Closing plenary session:</p> <p style="padding-left: 20px;">Key learnings of the day</p>	<p>Case study: Key challenges in high technology commercialization</p> <p>Workshop III (parallel sessions). Definition of Strategic Goals (cont.):</p> <p style="padding-left: 20px;">SMEs work with the facilitators to refine the definition of the strategic goals and the associated performance indicators</p> <p style="padding-left: 20px;">Output: Strategic Map (final version)</p> <p>Workshop IV (parallel sessions). Definition of Action Plans</p> <p style="padding-left: 20px;">SMEs work with the facilitators to define the main actions / initiative to accomplish the defined strategic goals</p> <p style="padding-left: 20px;">Output: Strategic Action Plan (draft version)</p> <p>Closing plenary session:</p> <p style="padding-left: 20px;">Key learnings from the training workshop</p> <p style="padding-left: 20px;">Next steps and general guidelines for the post-workshop activities (remote follow-up)</p>

The resulting *Strategic Action Plan* will focus on the following areas:

- Determination of the near-term strategic goal for the type of venture formed or to be formed
- An objective, systematic assessment of customer needs / requirements (problem <math>\leftrightarrow</math> cross sectoral technology-transfer potential)
- An objective, rational evaluation of the business opportunity (market analysis)
- An understanding of the competitive forces operating in the target industry;
- A careful consideration of the resources necessary for creating a sustainable business.

## **6 STAGE III. POST-WORKSHOP ACTIVITIES**

A remote one-to-one follow-up scheme will be established with each participant SME over a period of 3 weeks after the completion of the training workshop. This remote follow-up scheme will take place in February 2018, and provide the participants SMEs one-to-one- assistance from the assigned facilitators:

- to check and gain validation of the consistency of their Strategic Action Plans (Strategic Commercialization – D.1);
- to deal with any key strategic challenges that may have arisen from the strategic thinking and planning exercised by means of the training workshop;
- to review each SME’s implementation plan to deploy the defined Strategic Action Plan in their organization over the duration of the ACCTIVATE project.

## **7 METHODOLOGY**

The training concept will be based on an instrumental approach that enables best practice transmission, as well as group and individual facilitation activities. Based on a methodology for strategic thinking and planning for early stage business development, several training elements and tools are integrated: case study methodology, self-assessment tools and exercises, technical notes and support material, assisted strategic thinking with expert coaches, and review and feedback sessions.

The methodology allows the participant SMEs to become familiar with a strategic thinking and planning tool that is applied to improve their projects’ innovation life cycle management and/or business development approach. The assisted process leads in turn to the completion of a Strategic Commercialization Plan in the short run (1 year) by leveraging on project self-diagnosis, opportunity prioritization and strategic goal definition.

## **8 ORGANIZATION AND COORDINATION WORK FOR THE DELIVERY PROGRAM**

The described Delivery Program’s organization and coordination work will begin after the completion of the ACCTIVATE’s Call for Proposal due in October 2017, and last up to the completion of the schedule training workshops and post-workshop support activities to be implemented in the four ACCTIVATE’s geographic from January to February 2018.

The training and coaching team for each Tech Comm Academy training workshop will be made of at least six members, three IESE staff members on a regular basis and at least three selected local expert



coaches. In addition, special guest speakers (practitioners, entrepreneurs, investors or other significant stakeholders of the regional ecosystem) will be invited to participate on a discretionary basis

In each geographical pole the WP local partners will play a critical supporting role for the successful delivery of the scheduled training workshop and the associated post-workshop support activities. Basic inputs and contribution from the WP local partners concerned will be to directly communicate and promote the event at the local level, to provide the organizational elements, logistics & venue, to identify and propose at least three expert coaches willing to collaborate in the workshops, and to design, distribute and collect the impact evaluation survey of the 'Tech Comm Academy' delivery program.