

course team: **Jeff Skinner**, Executive Director, Deloitte Institute of Innovation and Entrepreneurship, London Business School, United Kingdom,  
**Robert Marshall**, Independent Training & Coaching Professional on negotiation, conflict resolution and communication skills, Robert Marshall & Associates, United Kingdom,  
**Karl Klingsheim**, Professor & Managing Director, NTNU Technology Transfer AS, Trondheim, Norway

Wednesday 21 January Marketing Strategies	Thursday 22 January Negotiation	Friday 23 January Mechanisms & Fine tuning
<p style="text-align: center;"><b>08.45 - 09.00</b></p> <p><b>Course introduction</b> <b>Jeff Skinner</b>, Executive Director, Deloitte Institute of Innovation and Entrepreneurship, London Business School, United Kingdom</p> <p style="text-align: center;"><b>09.00 - 10.30</b></p> <p><b>Developing commercial strategy</b> 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 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 propose. <b>Jeff Skinner</b></p>	<p style="text-align: center;"><b>08.30 - 09.15</b></p> <p><b>Why don't we like negotiating?</b> 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-amble to a day devoted to negotiation practice – a self-confessed skill deficit common to most TT managers. We ask what it is that we find problematic, stressful and dislike, find problematic. We also examine the major causes of 'failed' negotiations and ask what tactics and tools we can use to improve? <b>Jeff Skinner, Karl Klingsheim &amp; Robert Marshall</b></p> <p style="text-align: center;"><b>09.15 - 10.15</b></p> <p><b>Case study – The importance of preparation.</b> A successful negotiator ends up with more of the 'pie' than they should (given their relative power &amp; net contribution to the deal). How much effort do we put into calculating what we need, want or 'get away with' in a negotiation. Can we make it up as we go along? We have plenty of excuses - we are often overwhelmed with work, or researchers show up with a company partner with no notice. Maybe there are no numbers and it all comes down to 'horse-trading'? Or perhaps you think are the best with persuasive techniques and you'll negotiate just as well with no preparation, no matter what the subject is about. Let's explore using a simple 'distributive' case study, preparing and negotiating in pairs. <b>Jeff Skinner &amp; Robert Marshall</b>, Independent Training &amp; Coaching Professional on negotiation, conflict resolution and communication skills, Robert Marshall &amp; Associates, United Kingdom</p>	<p style="text-align: center;"><b>08.30 – 09:45</b></p> <p><b>Capturing the essence of an agreement</b> 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. <b>Jeff Skinner &amp; Malcolm Bain</b>, Lawyer, id law partners/BGMA , Spain</p> <p style="text-align: center;"><b>09:45 – 11:30</b> <b>Incl. coffee break</b></p> <p><b>Overcoming barrier, internal and external.</b> It is a sad truth that many of us spend more time resolving problems with our own academics and bureaucracies than we do with the industrial partner. Such issues are also problematic because they have the potential to turn 'political' and – because the kinds of deals we want to do are unusual - require multiple sign-offs by those who are naturally cautious and do not understand the situation fully.</p> <p>In this session we reflect on some live case studies (which you present) and ask whether there are some common approaches we can use to cut through the 'internal' issues. <b>Karl Klingsheim</b></p>
<b>10.30 – 11.00 COFFEE BREAK</b>	<b>10.15 - 10.45 COFFEE BREAK</b>	

11.00 - 12.30

**Arguing the opportunity**

What is the role of technology transfer and why should the academic care? What are the success criteria for the institution and for the individual which help us to decide which cases should consume the university's limited resources (and our limited time)

We examine how these choices create real complexities for the TTO – whether we should prioritise projects that benefit society at large over and above profits for institutions and individual academics? To what extent should universities behave similarly to economic entities?

In this session we will explore a real-life case involving a prominent researcher's dilemmas between her altruistic commitment to disseminate knowledge as widely as possible vs her egoistic (?) desire to optimize her personal financial gain.

**Karl Klingsheim, Professor & Managing Director, NTNU Technology Transfer AS, Trondheim, Norway**

10.45 - 11.15

**Finding win-win solutions.**

One of the skills of any negotiator is to find ways of creating value for one party that cost the other party very little (indeed they might even benefit both). This requires creativity plus an understanding of the value that the other party derives from each component of the deal.

In this session we use a simple but memorable role play to illustrate the ways in which value can be created when (and only when) we explore and understand the other party's perspective.

**Jeff Skinner**

11.15 - 12.30

**Case study - 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 'bullied'. 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 4 and face a case of value creation in a scenario where the other side(s) seem to have all the power and are prepared to use it.

**Robert Marshall**

11.30 - 12.30

**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 and 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**

12.30 - 12.45

**Wrap up**

**Course team**

12.30 - 13.30 LUNCH

12.30 - 13.30 LUNCH

12.30 - 13.30 SANDWICH LUNCH

<p style="text-align: center;"><b>13.30 – 15:00</b></p> <p><b>Elevator pitching</b> How should you maximize the effect if you have a short window of time, such a three-minute elevator ride, to convince an investor, a customer or another stakeholder of the splendour or merits of your project?</p> <p>This will be a practical session on value proposition where we experiment with project features vs user benefits. Participants do an elevator pitch on a project he or she is working on as a basis for collective reflections by the group.</p> <p>Did the recipient receive the message as it was intended, and will he or she take the desired action when the elevator stops? Did it tell a story? The focus of this session is the contents and the perspective of the pitch – getting your message across with clarity and enthusiasm.</p> <p><b>Karl Klingsheim</b></p>	<p style="text-align: center;"><b>13:30 – 17:30</b></p> <p><b>Case study - Multi-party negotiations: so you think you can negotiate...</b></p> <p>When multiple parties and interests meet, deal-making can become complex and fuzzy. At that point, strategic negotiation skills can offer a solution to the problem. During this 4-hour case study, you will be emerged in a multi-party negotiation situation where you will find two different universities entangled in a deal-making process with a spin-out and a multi-national company. It will be your job to use all your negotiation skills to get to a sustainable deal for the party you have taken on responsibility. In multiple rounds, you will have to get an insight into the different positions and grasp opportunities to create value for your organisation.</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 &amp; conclusions</p> <p><b>Robert Marshall &amp; course team</b></p>	<p><b>COURSE ENDS</b></p>
15.00 – 15.30 COFFEE BREAK	17:30 – 17:45 BREAK	
<p style="text-align: center;"><b>15.30 - 17.30</b></p> <p><b>The sales process</b> 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 but don't have strategies for advancing the dialogue towards an initial 'deal'</p> <p>Successful (sales) should be pitches. Rather they should be structured as 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.</p> <p>In this session we learn and practice a useful 'scaffold' (methodology) for structuring such conversations that should result in 'deals'.</p> <p><b>Jeff Skinner</b></p> <p style="text-align: center;"><b>17.30 – 17.45</b></p> <p><b>Wrap up of the day</b> What did we learn today: time for afterthoughts, hands-on examples, exercises and Q&amp;A.</p> <p><b>Course team</b></p>	<p style="text-align: center;"><b>17:45 – 18:45</b></p> <p><b>Case Presentation Preparation</b> 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:</p> <ul style="list-style-type: none"> <li>• Pick one case to present</li> <li>• Discuss and 'bottom out' the issue</li> <li>• Suggest some practical solutions</li> <li>• Prepare a short (two-flipchart) presentation setting out the problem and solution</li> <li>• Decide who will present (NOT the problem-owner)</li> </ul>	
19.00 NETWORKING DINNER		