

PROGRAMME

MARKETING AND NEGOTIATION

WEDNESDAY | 24 JANUARY 2018

BUSINESS DEVELOPMENT AND MARKETING STRATEGIES

9.00 – 9.15	Course introduction Bernard Denis, Senior Knowledge Transfer Advisor, CERN, Switzerland and Yolande Cordeaux, Knowledge Transfer Facilitator, University of Cambridge, United Kingdom
9.15 – 9.45	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 and with KPIs hard to set and measure. In the first part of the morning, we ask why it's so difficult and explore the role from the perspective of one who develops new business and relationships and an academic with a track record in knowledge transfer. Course team
9.45 – 10.30	On the front line How can we best encourage and assist researchers to develop new commercial relationships and opportunities – what are effective activities and strategies; how should you work with IP, licensing and legal colleagues? Yolande Cordeaux
10.30 – 11.00	Break
11.00 – 12.30	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. In this session, we use a simple illustration to examine the components of a 'Plan A' ('straw man') commercial strategy. We will see how this helps us to advise the academic team on the next steps to commercialisation and lead to a plan of action. 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, Executive Director, Institute of Innovation and Entrepreneurship, London Business School, United Kingdom
12.30 – 13.30	Lunch

WEDNESDAY | 24 JANUARY CONTINUED BUSINESS DEVELOPMENT AND MARKETING STRATEGIES

13.30 – 15.30	<p>Using social media tools to find and contact partners and investors. 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. Alastair Banks, Director, Optix Solutions, United Kingdom</p>
15.30 – 16.00	Break
16.00 – 17.00	<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, 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’. 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>
17.00 – 17.15	<p>Introduction to the negotiation simulation Bernard Denis</p>
17.15 – 18.30	<p>Briefing for case study discussions - followed by break-out to individual discuss cases We asked each of you to bring a ‘problem’ or ‘opportunity’ case study to discuss – in this session you each briefly present your case to the others in the group – and choose which one you will present on Friday. course team</p>
19.00	Networking dinner

THURSDAY | 25 JANUARY SALES AND NEGOTIATION

8.30 – 10.00	<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. 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. 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>
10.00 – 10.30	Break
10.30 – 11.15	<p>Principled negotiation Once we have found a commercial partner to work with, then we must negotiate terms. This session introduces the concept of principled negotiation. This approach to negotiation focuses on the interests of the parties and aims at achieving “win-win” deals. The session provides guidelines on the approach and to the different ways to create value in negotiation. Robert Marshall, Training & Coaching Professional, Robert Marshall & Associates, United Kingdom</p>
11.15 – 12.30	<p>The negotiator’s dilemma Real live negotiations necessarily include both cooperative and competitive elements. Negotiators face a dilemma in deciding whether to pursue a cooperative or a competitive strategy. The session explores the tension between value-creating and competitive value-claiming strategies. Preparation in negotiations is a critical success factor. In this session we will also provide advise on how to prepare for a negotiation. Bernard Denis</p>
12.30 – 13.30	Lunch

THURSDAY | 25 JANUARY CONTINUED SALES AND NEGOTIATION

- 13.30 – 17.00 **Negotiation role play**
The negotiation simulation is a two-party, multi issue negotiation in which participants are scored both on their performance in negotiating the substantive issues, and on the quality of the established relationship.
- 13.30 – 14.00 Clarifying the issues
14.30 – 15.15 Preparation
15.15 – 17.00 Negotiation
- [Course team & Robert Marshall](#)
- 17.00 – 17.30 **Break**
- 17.30 – 18.15 **Negotiation simulation debriefing**
[Bernard Denis and Robert Marshall](#)
- 18.15 – 19.00 **Case study discussion continued**
You are asked to discuss the case study that you selected yesterday evening – preparing a brief five minute presentation outlining the opportunity, the problem, and the team's suggestions for moving it forward. By the end of this session, you should have come to an agreement on your approach and have nominated one member of the team (NOT the person whose case it is) to present after coffee on Friday.
[Course team](#)

FRIDAY | 26 JANUARY BUILDING LONG-TERM PARTNERSHIP

- 8.30 – 10.00 **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 grew a single studentship into a major alliance over a number of years, examining the things they did properly as well as the things they didn't do wrong.
[Jeff Skinner & Yolande Cordeaux](#)
- 10.00 – 10.30 **Break**
- 10.30 – 11.45 **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. 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](#)
- 11.45 – 12.00 **Presentation of the scores obtained for the negotiation simulation**
[Bernard Denis](#)
- 12.00 – 12.15 **Wrap up**
[Course team](#)
- 12.45 – 13.30 **Lunch**
- COURSE ENDS