

F R E E

From Research to Enterprise

Training Guide



EUROPEAN UNION
EUROPEAN REGIONAL
DEVELOPMENT FUND

The project is implemented through the CENTRAL EUROPE Programme and is co-financed by the European Regional Development Fund.



**CENTRAL
EUROPE**
COOPERATING FOR SUCCESS.



EUROPEAN UNION
EUROPEAN REGIONAL
DEVELOPMENT FUND

F R E E

From Research to Enterprise

Acknowledgements

We would like to thank Marina Silverii and Paola Valandro from Aster S.Cons.P.A. (Bologna, Italy) for giving us the opportunity learn from their experience gained within the Certified Transnational Technology Transfer Manager project (CERT-TTT-M, 2007–2008) and for guiding us in the correct application of the training framework for practitioners set-up by project. CERT-TTT-M is a bottom-up-initiative by 11 European partners funded by the EC within the FP6 RTD OMC-NET.

Table of contents

5	Background	19	5. Technology assessment and innovation needs
5	Objective of the guide	20	6. Legal aspects of technology transfer
6	Structure of the guide	21	7. Innovation Policies and strategies
7	SECTION 1 – General Instructions	22	SECTION 3 – Key Skills
7	General instructions for training course design	22	The experience of CERT-TTT-M project
7	A. Preparation for designing your training course start	27	The CERT-TTT-M Training Framework for Technology Transfer Professionals
7	B. Get to know some basic terms	40	Quality criteria for training providers: checklist
8	C. Setting your overall goals in training	42	ANNEX – Training Course Analysis
8	D. Determining the learning objectives and activities	42	Training model review – Hungary
9	E. Planning implementation of the training plan	50	Training model review – Hungary (subject areas)
10	F. Planning quality control and evaluation of your training plan and experiences	62	Training model review – Italy
11	Template for course design	68	Training model review – Italy (subject areas)
13	Template for course evaluation	78	Training model review – Czech Republic
15	SECTION 2 – Knowledge Areas	84	Training model review – Czech Republic (subject areas)
16	1. Academic research and industry linkage	92	Training model review – Slovenia
17	2. Innovation management	94	Training model review – Slovenia (subject areas)
18	3. Innovation fund raising	98	Short overview
19	4. Innovation marketing		



**CENTRAL
EUROPE**
COOPERATING FOR SUCCESS.



EUROPEAN UNION
EUROPEAN REGIONAL
DEVELOPMENT FUND

F R E E

From Research to Enterprise



University of Debrecen

www.unideb.hu
Prof. László Mátyus
free-project@unideb.hu
Tel: +36 52 518-640
Fax: +36 52 518-640



MESTNA OBČINA
VELENJE

Municipality of Velenje

www.velenje.si
Rok Matjaž
rok.matjaz@velenje.si
Tel: +386 3 8961 544



**TechnoCenter at the
University of Maribor**

www.tehnocenter.uni-mb.si
Anton Habjanič, Ph.D
anton.habjanic@uni-mb.si
Tel: +386 2 23 55 365



Amitié

Amitié

www.amitie.it
Pier Giacomo Sola
pgsola@amitie
Tel: +39 051273173
Fax: +39 0516560416

centuria rit
Romagna Innovazione Tecnologia

Centuria RIT

www.centuria-rit.com
Chiara Pari
c.pari@centuria-rit.com
Tel: +39 0547415080
Fax: +39 0547313291

 **Klimentovská a.s.**

Klimentovská a. s.

www.klimentovska.as
Petra Jirásková
petra.jiraskova@klimentovska.as
Tel: +420 777 738 777



Kecskemét és Térsége
Többcélú Társulás

**Multipurpose Union of
Kecskemét and its Region**

www.aranyhomok.hu
Dr. Sándor Lakó
lako.sandor@aranyhomok.hu
Tel: +36 30 4635320
Fax: +3676 850020

Background

FREE intends to contribute to the regional development of Central-Europe by setting up innovation-oriented systems, methodologies and services bridging technical experts, researchers, entrepreneurs and policy makers.

This goal will be pursued by developing instruments, actions and skills which facilitate the use of research results by the business sector (especially SMEs). The intention is to develop tangible instruments and human skills to foster dissemination of innovation into the business sector through a transnational framework adapted to regional dimensions.

FREE had been launched in November 2008 with the participation of 7 partners from 5 regions and will last 32 months.

FREE partners are directly connected to local and regional actors involved in programming and implementing innovation policies, as they are RTD centres, regional innovation centres, university technology transfer offices and business incubators created by local governments and local authorities as well. The common mission is to develop and offer innovation-supporting systems and services.

The project partners are:

- University of Debrecen, Region Észak-Alföld, Hungary

- Municipality of Velenje, Region Vzhodna Slovenija, Slovenia
- TechnoCenter at University of Maribor d.o.o., Region Vzhodna Slovenija, Slovenia
- Centuria RIT, Region Emilia-Romagna, Italy
- Amitié, Region Emilia-Romagna, Italy
- Klimentovska PLC, Region Severozapad, Czech Republic
- Multipurpose Union of Kecskemét and its Region, Hungary

Objective of the guide

The creation of a Network of mediators of innovation (Work package 5) and their training is one of the core activities of the FREE project. The mediators are supposed to become catalysts enabling the access to research by fostering close and productive relationships between internal and external stakeholders – universities and the business and venture community, respectively.

The major goal of this guide is to support project partners and training providers to design career and technical training that covers the most relevant knowledge areas within a quality framework and in line with European nascent qualification standards.

The content used is the result of an information exchange with a similar project combined with the analysis of the current training offer. For this purpose some hundreds of training courses dealing to some extent with human resource development for innovation transfer were analysed in Hungary, Italy, the Czech Republic and in Slovenia. 40 particularly pertinent courses were then selected. The scrutinised course offered an insights in the ways in which similar courses have been structured across Europe over the last 2–3 years.

Structure of the guide

The guide is divided into three sections:

Section 1 – General

Section 1 provides general instructions for training course development. The final templates are useful tools for effective course planning and evaluation.

Section 2 – Areas of Knowledge

Section 2 introduces the emerging areas of knowledge and professional activity in the field of technology transfer. It represents a sort of inventorisation of subject areas covered in the 40 analysed training courses.

Section 3 – Skills

The section describes the seven core skills identified as strategic for people who want to work as professionals in the technology transfer field at European level. It introduces a possible training framework.

Annex – Training Course Analysis

In the annex the 40 analysed courses are synthesised together in a manner that helps those who want to prepare innovation mediators to gain an overview on all pertinent fields of knowledge, course duration and pricing.

SECTION 1 – General Instructions

General instructions for training course design

There are some basic steps for course design which are valid for any sort of training course and are independent from the course subject. They are fundamental steps for effective course development. Creating a course for any learning situation can be done following a simple step-by-step process. It can be as complex or as

simple as you need it to be, considering your audience.

Proceed through each of the following steps presented in this section. The final template will help you go step by step through the process of training course design, independently from the topics you are focusing on. The template on course evaluation should be used as a hand-out to assess the satisfaction of the participants once the training programme is over.

A. Preparation for designing your training course start

Don't worry about whether your plan is perfect or not – the plan is a guide. There is no “right” solution in designing training.

B. Get to know some basic terms

There are some fundamental terms you should be familiar with.

training goal	learning objectives	learning methods	evaluation
overall results or capabilities you hope to transfer by implementing your training course e.g.: Improve innovation transfer	establishing precise / measurable learning objectives, related to what the learner should be able to do following the training. – Should derive from the identification and analysis of training needs	what you will do in order to enable learning.	this category includes assessment tools for identifying and/or measuring skills and capabilities.

C. Setting your overall goals in training

This section helps you identify what you want as a result of your training course, for example: qualify your participants for a certain job, help them to overcome a performance problem; allow them to meet a goal in their career development plan, etc.

1. Are there any time lines that you should consider in your plan? Do your course

participants have to accomplish any certain areas of knowledge or skills by a certain time? If so, this may influence your choice of learning objectives and learning activities to achieve the objectives.

2. Are you pursuing training and development in order to address a performance gap? A

performance gap is usually indicated from the training need analysis. The analysis should already include careful description of the areas of knowledge and skills that your participants must learn in order to improve their performance.

3. Or, is your plan to address an opportunity gap? If so, carefully identify what areas of

knowledge and skills are needed to perform a certain job or role that soon might be available to your participants. Again, consider job descriptions, lists of competencies or even

interviewing someone already in the job role that may soon be available to you.

4. Begin thinking about how much money you will need to organise your course. You might

need money, e.g., to pay trainers, obtain facilities and materials for training methods, pay wages or salaries for employees during attendance to training events, etc. Begin recording your expected expenses in the “Budget” section of the Framework to Design Your Training Plan.

5. Identify your training goals. By now, you should have a strong sense of what your training course goals are, after having considered each of the above steps. It is important that your goals are: **Specific**, **Measurable**, **Acceptable** to your participants, **Realistic** to achieve, **Time-bound** with a deadline, **Extending** capabilities and **Rewarding** to learners.

D. Determining the learning objectives and activities

The purpose of this part is to define the learning activities (or methods) which are needed to achieve the learning objectives and overall training goals of your training course.

1. Identify some preliminary learning objectives for each new area of knowledge or skills that

you need to learn. Carefully consider each of your training course goals. What specifically

must be accomplished (that is, what objectives must be reached) in order to reach those goals? Which of these objectives require learning new areas of knowledge or skills? These objectives are

likely to become learning objectives in your training plan. Similar to the nature of training goals, learning objectives should be designed and worded to be Specific, Measurable, Acceptable to your participants, Realistic to achieve, Time-bound with a deadline, Extending capabilities and Rewarding to learners.

- 2. In what sequence should the learning objectives be attained?** Usually, learning builds on learning. It may be useful to learn certain areas of knowledge and skills before learning new areas.
- 3. Carefully consider – When will your participants have achieved all of your learning objectives, will they indeed have achieved all of the overall training goals?**
- 4. What are the best learning activities (methods) for your participants to achieve the learning objectives?** By hearing or listening – this is the group that likes to be lectured to; learning through seeing – these people like information given pictorially; learning by communicating with others; learning by doing – these people need to get their “hands on”. What training style will you use? Formal lectures,

group exercises, interactive role-play with informative handouts, etc.?

- 5. What observable results, or evidence of learning, will your participants produce from their learning activities that can be reviewed for verification of learning?** Some examples could be: case study analyses; workshops, including participants’ evaluations; course handouts; final presentations etc.
- 6. Who will verify that each of your learning objectives were reached?** Learning should be evaluated by someone who has strong expertise in the areas of knowledge.
- 7. Now that you know what activities that will be conducted, think again about any costs that will be needed, e.g., for materials, facilities, etc.** You may want to update the “Budget” section of the template.
- 8. How will you handle any ongoing time and stress management issues while implementing the course?** Professional development inherently includes the need for self-development, as well. Therefore, you might consider information on stress management, time management, emotional intelligence etc.

E. Planning implementation of the training plan

The goal of this phase of your planning is to ensure there are no surprises during the implementation your training course.

- 1. During your training course, how will you be sure that your participants understand the new**

information and materials? Periodically conduct a short test, e.g., everyone once in a while, try

recall the main points of what they just learned. If they are confused, tell the teachers asap.

2. **Will the learning be engaging and enjoyable?**
3. **Are you sure that you'll receive the necessary ongoing feedback, coaching, mentoring, etc., during your training and development activities?**

4. **Where will you get necessary administrative support and materials?**

5. **During implementation, if any changes should be made to your plan, how will they be tracked? How will the plan be redesigned? How will it be communicated and to the right people?**

F. Planning quality control and evaluation of your training plan and experiences

The goal of this phase of your planning is to ensure your plan will indeed meet your training goals in a realistic and efficient manner.

1. **Who is in charge of implementing and tracking your overall plan?** How will you know if the plan is on track or needs to be changed?
2. **Consider having a local training expert review the plan.** The expert can review, in particular, whether – your training goals will provide the results desired by you (and your organization, if applicable), – learning objectives are specific and aligned with your overall training goals, – the best methods are selected for reaching your learning objectives, and – your approach to evaluation is valid and practical.

3. **Are approaches to evaluation included in all phases of your plan?** For example, are your methods being pre-tested before being applied? Do you understand the methods as they are being applied? Are regularly providing feedback about how well your participants understand the materials? How will you (and your supervisor, if applicable) know if implementation of the plan achieves the training goals identified in the plan? Are there any plans for follow-up evaluation, including assessing your results several months after you completed your plan?

Template for course design

FREE

Template – Plan your training course

Title of the course _____

Time frame _____

Start date _____

Completion date _____

Funding requirements _____

(See budget at the end of the training plan)

Overall training goals

What do you want as a result of the learning your participants will achieve from your training course?
As much as possible, design your goals to be “SMARTER”.

1. _____

2. _____

3. _____

... _____

How were these training goals selected? Results of performance review? Result of assessment? Reference to current job description? Reference to strategic or other organizational goals? Other(s)?

Learning objectives

What new capabilities do you want your course participants to have? You may need several learning objectives for each of your overall training goals. As much as possible, design your learning objectives to be “SMARTER”.

1. _____

2. _____

3. _____

... _____

How were these learning objectives selected? Results of performance review? Result of an assessment? Reference to current job description? Reference to strategic or other organizational goals? Other(s)?

Learning activities / strategies / methods

What activities will you undertake to reach the learning objectives? Learning activities may not match learning objectives on a one-for-one basis.

1. _____
2. _____
3. _____
- ... _____

Who will be your teachers?

1. _____
2. _____
3. _____
- ... _____

Documentation / Evidence and Evaluation of Learning

Documentation / evidence of learning	Who will evaluate it?	How will they evaluate it?
_____	_____	_____
_____	_____	_____
_____	_____	_____

Who will verify that each of your learning objectives were reached?

1. _____
2. _____
3. _____
- ... _____

Budget for training plan

The following budget depicts the costs expected to implement this training plan.

Expected Expense	Euros
_____	_____
_____	_____
_____	_____

Template for course evaluation

FREE

Evaluation sheet – Training course PARTICIPANTS (Trainees)

name: _____
 place: _____
 date: _____

<i>Participants please fill in</i>		4	3	2	1	0
	4 = excellent; 3 = good; 2 = reasonable; 1 = to be improved; 0 = poor					
Venue, equipment	Suitability of working rooms	_____	_____	_____	_____	_____
	Quality and suitability of equipment	_____	_____	_____	_____	_____
	Catering (if applicable)	_____	_____	_____	_____	_____
Programme	Planning and timescale	_____	_____	_____	_____	_____
	Balance between lectures (information) and working sessions (participation)	_____	_____	_____	_____	_____
Content / delivery	Relevancy of content of presentations with regard to the topic and the aims of the training	_____	_____	_____	_____	_____
	Competence of the speakers	_____	_____	_____	_____	_____
	Competence of the workshop leaders	_____	_____	_____	_____	_____
	Inter-activity of the event (needs and expertise of participants are taken into account)	_____	_____	_____	_____	_____
	Adequacy of working methods	_____	_____	_____	_____	_____
Materials, resources	Variety of presentation methods	_____	_____	_____	_____	_____
	Relevancy and quality of the material	_____	_____	_____	_____	_____
	Variety of sources used for the material	_____	_____	_____	_____	_____
	Usefulness of the material in your future work	_____	_____	_____	_____	_____

Impact

Aims:

Did your objectives for coming to this training have been met?

Coverage:

Is there anything else you would like the events to have covered?

Achievements:

What are, according to you, the major achievements of this training initiative?

Suggestions

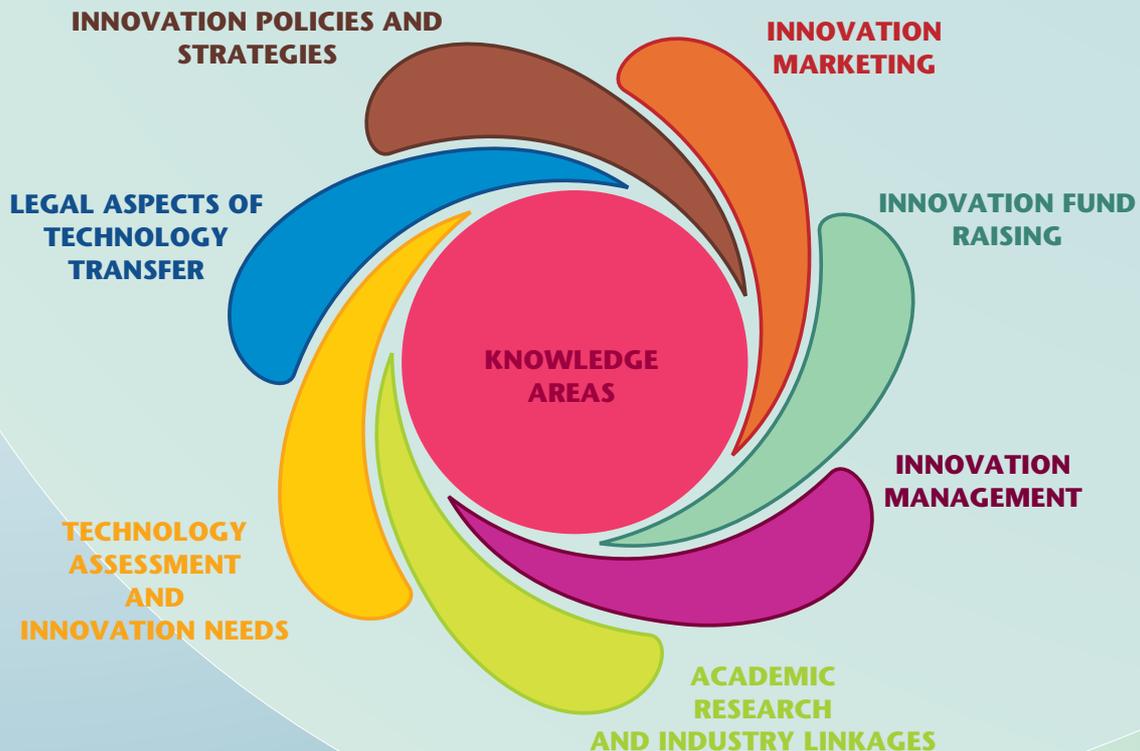
What to keep next time, what to change next time:

Signature

SECTION 2 – Knowledge Areas

This section attempts to identify the most relevant knowledge areas for our innovation mediators. We reviewed and compared technology transfer activities of forty training courses provided over the last two years in four European member states selected among hundreds of courses. Comparing the training offer according to their training modules (see Annex 1) it became evident that they

all refer to about 7 macro knowledge areas. Most courses cover more than one knowledge area, while some are dedicated to one key issue. This section shortly introduces the kinds of knowledge that positively influence Innovation transfer. They all represent potential training issues and are a common starting point for effective and appropriate course design.



1. Academic Research and Industry Linkage

According to some authors, there are seventy-two linkages by which professionals from industry and university interface. Generally the major categories University-Industry Research Interactions are:¹

1. **General Support**
2. **Contract Research**
3. **Research Centres and Institutes**
4. **Research Consortia**
5. **Industrial Associate / Affiliate Programs**
6. **New Business Incubators and Research Parks**

1) General Support

Such support takes the form of monetary gifts and/or equipment donations for teaching and research purposes.

2) Contract Research

Atlan (1987) indicated that over 50% of industrial support to universities is provided through contracts for special projects. The funding for the individual projects is usually reviewed on a year-by-year basis, and thereby subject to discontinuity.

3) Research Centres and Institutes

In order to facilitate the procedures of contracting and communicating between researchers and

industry, some universities establish research centers focusing on a certain technology. Such centres can provide the environment for the cross-disciplinary approach that industrial problems often require (Atlan, 1987).

4) Research Consortia

Research consortia can be characterized as specific mission programs organized to ensure that generic or mission-oriented research will be carried out by one or more universities (Atlan, 1987). Typically, participating companies pay a membership fee; the university offers laboratory space and graduate students and faculty researchers.

5) Industrial Associate / Affiliate Programs

Many research universities set up such programs to provide member firms with access to campus research and resources. Liaison Program.

6) New Business Incubators and Research Parks

Most of research parks and incubators are located on or near the campus and are intended to draw technology-intensive firms into the university environment. Research parks can be beneficial to both university and industry by facilitating interaction and encouraging them to take advantage of each other's resources. The highly

¹ Source: Atlan, Taylan (1987) *Bring Together Industry and University Engineering Schools*, in *Getting More out of R&D and Technology*, The Conference Board, Research Report #904

successful Stanford Industrial Park provides an example for this model. Another way for the university to create an environment conducive to

the formation and growth of new technological businesses through new business incubators.

Source: Vincent F.-S. Wu (2000)²

2. Innovation Management

There are several definitions for innovation management. We opted for the following: “Innovation management is focused on the systematic processes that organizations use to develop new and improved products, services and business processes. It involves harnessing the creative ideas of an organization’s employees and utilizing it to bring a steady pipeline of profitable new innovations to the marketplace, quickly and efficiently”. Innovation management is a delicate process. Too strong managerial control can even be counterproductive. However nascent field of technology tools that specifically facilitate and improve corporate innovation is just becoming understood.

To get a clearer picture of the concept, we can use some of the following elements:³

1 Innovation benefits from a range of perspectives

For most of our industrial history, innovation has been restricted to internal R&D teams. Over the last decades and with the arrival of the Internet more people have a knowledge-based relationship

with their employers. Studies show that exposing ideas to a wider range of perspectives significantly improves them. In terms of management, the change both or research institutions and business organisations is elevating the importance of sourcing ideas from throughout the organisation, as well as outside of it.

2 The most damaging words a senior can say to somebody who is advancing an idea is: “forget about it”

Ideas come in various forms and they hit the “inventors” at varying times as they do their work. Sure, a lot of these ideas won’t be feasible. But a lot will. The recognition that there is valuable intellectual capital in the ideas that emerge from somebody’s knowledge and activities is core to improving corporate innovation.

² Vincent F.-S. Wu, *An Empirical Study of University-Industry Research Cooperation – The Case of Taiwan*, article prepared for the workshop of the OECD-NIS Focus Group on Innovation Firm and Networks, Rome, 2–3 October, 2000.

³ These elements were introduced by Hutch Carpenter in, *What is Innovation*, on-line article on Blogging innovation, October 2009.

3 Create a culture of constant choices

External markets are constantly changing. Organisations that are maintaining a good velocity of ideas are the ones that succeed long-term in industries.

4 Looking at innovation as a discipline

Innovation is a top priority for companies. So how does a company systematically address innovation as a discipline? Companies apply resources and attention to a number of other disciplines: sales, customer relationship management, supply chain management, managerial accounting, etc. Looking at innovation from a similar perspective is emerging as an important strategy. A number of large enterprises have established internal innovation-focused executives. These aren't employees who are supposed to dream up all the ideas. Their work is on establishing innovation as a discipline.

5 Focus on innovation priorities

People all know lot from a variety of activities and

interests. For organisations, this wealth of experience is an asset but which ones are most pertinent to the company's or organisation's success in the market?

6 Establishing a common platform for innovation

Consider how people innovate today. You have an idea, what are you going to do with it? Under this system, corporate innovation requires phenomenal acts of heroism to get anything done. Creating the common community space for innovation is a fundamental step forward in how organisations foster innovation.

7 Innovation must be more than purely emergent, disorganized and viral

There is a need to push to raise the awareness of innovation and some organization to channel it where it's needed. Organisations need ways to ensure valuable ideas are caught and surfaced systematically.

3. Innovation Fund Raising

Financing provides the resources that allow the transformation of new ideas into large-scale commercial activities while linking the various actors that make this process possible, through the sharing of risks and rewards. Financing innovation

is not only about the availability of financial resources. It is also about skills – to present projects, to assess them and to provide the complementary managerial and technical expertise that is required to nurture emerging innovative

enterprises. It is also about finding a common language that allows communication among different actors and promoting awareness of the various existing alternatives at different phases of

the life of a company. Policy efforts are required to provide both the economic environment and the institutional infrastructure that enable and support private activities in this area.

4. Innovation Marketing

Innovation can be either inventing something new or improve something that presently exists, but the one thing that is consistent in both scenarios is the approach needed when marketing it. What counts it to communicate the points that are motivationally relevant to the target audience – not just the points relevant to the innovator. The difficulty is to explain something brand new and often this means innovators and inventors get lost in the detail of the features. Many innovations are

not properly understood in terms of their advantages and disadvantages, or their long term effects. Who is in charge with Innovation marketing must find the reason for which somebody will use the innovation and understand how it will be used. The message directed to this user is not an abstract explanation about all features or benefits in a terminology that works for the innovator but the wording should reflect the customers' profile.

5. Technology Assessment and Innovation Needs

The Innovation Assessment is a way to gain insight in organisations' innovation capabilities, identify short and long term opportunities and define actions accordingly. The actions are aimed at improving the balance between innovation capabilities and ambition, capitalising on the potential and gaining strategic advantage.

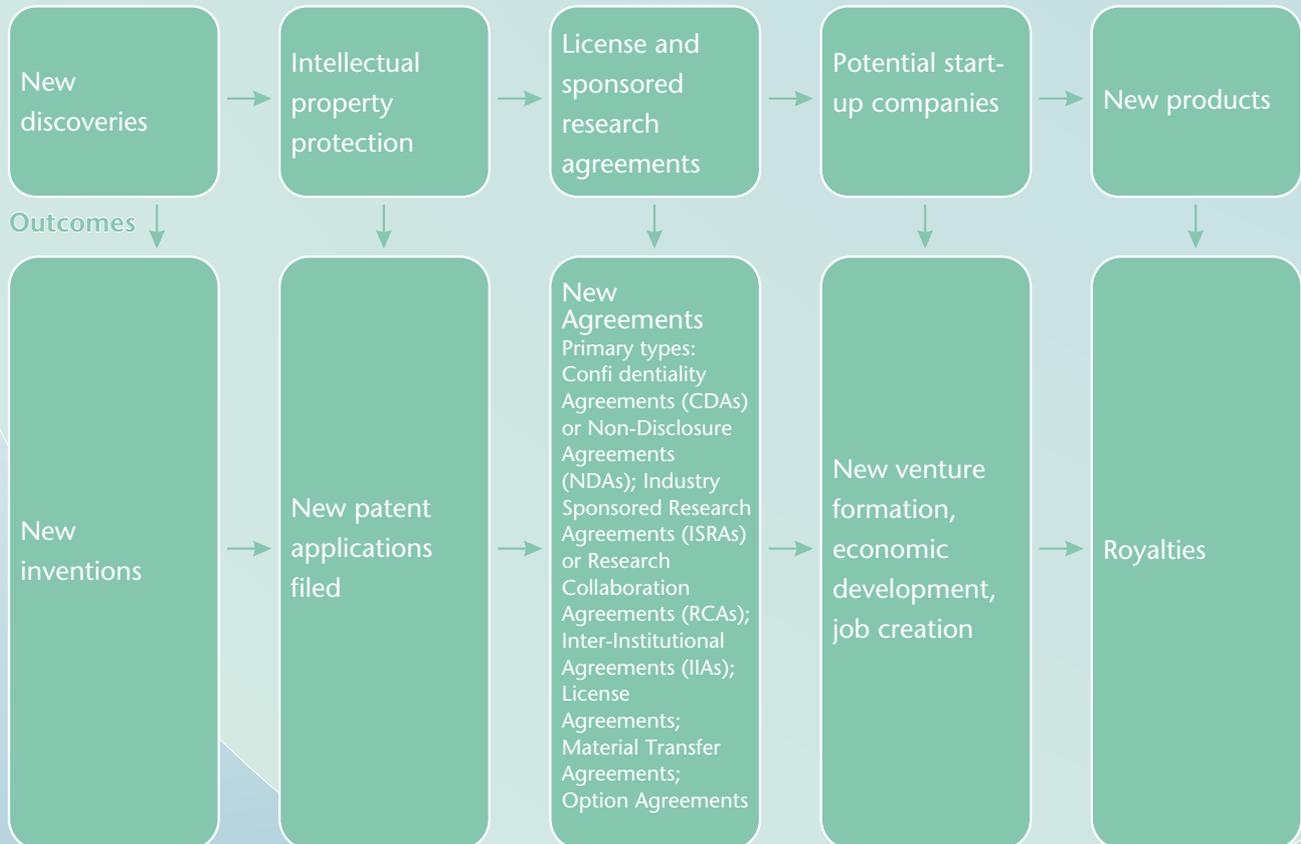
Innovation begins (and continues) with "assessment." This assessment examines many different dimensions of innovation and idea management. These dimensions are: Culture, Leadership, People, Processes, Tools & Techniques, Training, Facilities, Idea Capture, Idea Management, Strategic Planning.

6. Legal Aspects of Technology Transfer

There are many legal concerns in the conduct of effective technology transfer. It is not enough to have an innovative idea. To be of value to anyone, good ideas and know-how have to be

passed on. Intellectual property protection and licensing related inventions are a problem for researchers and developers in universities and companies alike.

Technology transfer process and its legal implications



7. Innovation Policies and Strategies

EU member states pursue quite different policy-mixes to increase their individual innovation performance. Some states apply tax incentive schemes to stimulate RDI-activities of enterprises, some try to improve the capability of small and medium-sized enterprises to apply new technologies via technology parks and technology transfer offices at universities or technology brokers which serve as contact points for SMEs at extra-university institutes or technology centres.

Other use “Competence Centres” at universities to increase the mobility of scientists between research institutes and the private sector. This scheme works fine in federal states where activities must achieve a balance between a national strategy and regional implementation and are often organised in so-called regional or technological clusters. In sum, in Europe technology and innovation policies exist at various territorial levels endowing this policy area with a multi-level character.⁴

⁴ For a complete overview see Heiko Prange, *Technology and Innovation Policies in the European System of Multi-Level Governance*, in *Technikfolgenabschätzung*, Nr. 2, 12, June 2003.

SECTION 3 – Key Skills

To further define the role and key skills of innovation intermediaries, we borrowed insights from the CERT-TTT-M project. CERT-TTT-M stands for “Certified Transnational Technology Transfer Manager”. It is the first European project, which created an inventory of skills and competences needed for technology transfer

professionals. The development of the inventory took two years (Jan. 07 to Feb. 09) and resulted from an extensive consultation process involving all 25 Member States. In order not to double efforts and exploit already available research results, we decided to transfer this training framework to FREE as a best practice.

The experience of CERT-TTT-M project

Key skills are the skills that you need in order to operate confidently and successfully in your work. The key skills we would like to suggest for the training of our innovation mediators were identified within the project entitled CERT-TTT-M. The acronym stands for *Certified Transnational Technology Transfer Manager*.⁵ The consortium involved within this FP6 project was made up by:

- Austria Wirtschaftsservice GmbH (Co-ordinator) – Austria
- ASTER S. Cons. P.a. – Science Technology and Business – Italy
- Department for Productive Activities, Economic Development and Telematics Plan of

- Emilia-Romagna Region – Italy
- Institut Européen Entreprise et Propriété Intellectuelle – France
- Institute for the Promotion of Innovation by Science and Technology in Flanders – Belgium
- Management Center Innsbruck – Austria
- Ministère délégué à l’Enseignement supérieur et à la Recherche – France
- Ministerie van Economische Zaken – The Netherlands
- Rotterdam School of Management Erasmus University – The Netherlands
- State Agency Latvian Investment and Development Agency – Latvia
- Swedish Governmental Agency for Innovation Systems – Sweden

⁵ © Consortium of CERT-TTT-M, 2008

Background information

The aim of the Cert-TTT-M Training Framework was to support training providers for the design and the implementation of training courses for the career development of technology transfer professionals. As you can see, the purpose is exactly in line with the objectives of FREE.

The Training Framework is based on the results of several surveys conducted within the CERT-TTT-M project on training needs and opinions expressed by professionals and experts. As in the FREE project, an analysis of training programmes available in technology transfer throughout Europe was carried

out to further investigate. Detailed information on all surveys conducted is available on the project website: <http://www.ttt-manager.eu>

If we compare the two course analyses (the one conducted within FREE and the one carried out by CERT-TTT-M) it becomes evident that the surveys conducted at a two year distance come to very similar results with different levels of definition (see table at the next page). Whereas CERTTTT-M inventoried skills for Technology transfer professionals, FREE is restricted to the definition of a body of knowledge as an important building block in professionalization courses (see table below).

The most **salient skills** according to **CERTTTT-M**

Commercial awareness – **Commercial Activities and Markets**

Communication skills – **Managing Communication, Information and Networking**

Networking

New Business development – Project management Negotiation

Legal knowledge – **Understanding IPR & Licensing**

Industry specific expertise – **Information analysis**

The **core knowledge areas** according to **FREE**

Innovation marketing

Academic Research and Industry Linkage

Innovation fundraising – Innovation management

Innovation policies and strategies

Legal aspects of technology transfer

Technology Assessment and innovation needs

In the next pages **we summarise the CERT-TTT-M Framework** based on the project official documents provided by the CERT-TTT-M Consortium:

1. Letter of Intent for Training Providers
2. ANNEX 1 Quality Criteria for Training Providers
3. ANNEX 2 The Framework & Curriculum TP.

A set of **seven professional skills** has been identified within the CERT-TTT-M project as strategic for people who want to work as professionals in the technology transfer field at European level.

1. Managing Communication, Information and Networking
2. Understanding IPR & Licensing
3. Commercial Activities and Markets
4. New Business Development
5. Negotiating
6. Project management
7. Information analysis

For each of the seven skills **one training module** was developed.

Each module is detailed in relation to three education levels.

Several criteria are used to describe each module:

- Title
- General description of the module's aims
- Learning outcomes
- Levels of education
- Education modules
- Methodologies
- Facilities
- Teaching staff
- Assessment
- Duration (*minimum of time the student spend to physically attend the classes. It doesn't include the time to prepare for the classes and/or time for assignments*)

The three education levels:

- **Basic** – should be focused on learning the basics in technology transfer (for example 'What is IP-law'). This level is a 'knowledge level', preferred teaching method is classroom teaching.
- **Advanced** – could be focused on more in-depth, strategic and specialized issues, developing more skills, supported by classroom teaching, interactivity, case studies and e-learning.
- **Expert** – is the level where knowledge and skills become integrated in an optimal way. Teaching methods could be based on business-cases where all dimensions of technology transfer come into play.

Modularisation and duration

As a whole, the Framework represents a sort of ideal curriculum for the education of professionals. It means that a training programme **could include all the modules or only a part of them**. In fact each module at a certain level has to be intended as self-sustained and could represent the basis for one single course by itself. For example, a course could be implemented in order to develop a specific skill – (New Business Development) on a certain level (Basic).

The modularisation of education is possible for the Basic and the Advanced level while it is not advisable for the Expert level. The Expert level is set up to follow as one total module where all skills are used. The skills on the Expert level are taught with the

assistance of a business case in which all knowledge, skills and competences of candidates come together.

Another point of attention for the curriculum refers to the optimal length of an education programme, as the target group is represented by professionals. According to the survey developed within the previous project, **the ideal length of an education program is 1–3 weeks (50% of the respondents). A length of 1–4 weeks (5–20 working days) was optimal regarding 64.9% of the respondents.** On this basis, each module of the Framework should have a minimum duration of 2 or 3 days: time for self study and time to make assignments is not counted. The whole programme (7 modules) should last around 14 days.

Professional titles

The Training Framework proposes professional titles distinguished for the three education levels:

- Basic: *Technology Transfer Professional (TTP)*
- Advanced: *Senior Technology Transfer Professional (STTP)*
- Expert: *Executive Technology Transfer Professional (ETTP)*

A candidate can be awarded the professional title TTP, ATP or ETTP if he/she has mastered all different elements of the relevant level, which is shown by passing the exam. In the table below an idea of what a basic / advanced / expert level means and what candidates are supposed to know and do is presented.

Levels, titles and activities of technology transfer professionals

Level	Title	Description	Activities / roles
Basic 0–3 years experience	Technology Transfer Professionals TM	Has general knowledge of all seven skills	Assistant TT manager, Project Assistant
Advanced 3–8 years experience	Senior Technology Transfer Professional	Has deep knowledge of all seven skills and has knowledge and the experience in all the methods of technology transfer and conditions of application and several years of personal experience from participation in (projects in technology transfer.	Project manager, managing technology transfer or innovation projects along at least one of the recognized lines of technology transfer

Level	Title	Description	Activities / roles
Expert > 8 years experience	Executive Technology transfer Professional	Has profound knowledge and experience in all methods of technology transfer and conditions of application and an extensive and systematic personal experience from the management of projects in some fields of TT. A senior technology transfer professional is able to manage and to exploit large Technology Transfer Processes and is able to manage a TT professional team. He or she should have track of several successful spin-offs of licensing deals.	TTO manager, TT manager, supervising Technology Transfer, and managing very complex structured projects along at least one of recognized lines of technology transfer.

The CERT-TTT-M Training Framework for Technology Transfer Professionals⁶

The Training Framework gives information and guidelines on different education modules. The modules described are seven, one for each of the skills identified. Each module is detailed in relation to three education levels.



Managing communication, information and networking

The purpose of this module is to develop the skills of candidates in communication, information and networking skills in an effective manner to realise TT matters.

Learning outcomes

Candidates must be able:

- Students must have basic communication skills (to listen, to summarise, to question, to present, non-verbal and verbal communication, to write)
- To know the different levels of communication in a conversation (contents, procedures, interaction and emotion)
- To know the basic theories of communication
- To find, interpret and use relevant information from the database (like markets, industries)
- Basic understanding of information management in TT
- Knowledge of existing relevant TT stakeholders (national and international, e.g. regional development agencies, government, TT networks etc.)
- To be able to benefit from interaction in these TT stakeholders

Modules

Introduction communication theory (classroom) • Communication skills (classroom / role playing) • Basic information management • TT-networks, how to find, use and build personal networks for own organisations (class room)

Methodologies

Classroom teaching • Role playing • e-learning

Facilities

Classroom • ICT

Teaching Staff

Communication expert • TT-expert • Database searcher

Assessment

Exam

⁶ © Consortium of CERT-TTT-M, 2008 – [http://www.ttt-manager.eu/download/ANNEX %20_The %20Framework %20& %20Curriculum_TP.pdf](http://www.ttt-manager.eu/download/ANNEX%20The%20Framework%20&%20Curriculum_TP.pdf)

Managing communication, information and networking

The purpose of this module is to develop the skills of candidates in communication, information and networking. After this module candidates will be able to use communication information and networking skills in an effective manner to realise TT matters.

Learning outcomes

Candidates must be able:

- To manage a meeting / workshop
- To manage external communication providers
- To advise on TT matters
- To communicate effectively on different hierarchical levels, with people from different backgrounds (technical, legal, research background)
- To devise the communication strategy related to the commercial strategy
- To articulate the technology transfer objectives for the commercial portfolio of the organisation
- To manage the information flow from the different projects he/she is involved
- To build up a network and build up relationships with important contacts within networks
- To coordinate or manage a network
- To maintain relevant networks and to be able to use them for the benefits of the project

Modules

Advisory skills • Communication skills (advanced) • Managing information flow • Building and maintaining a network

Methodologies

Action learning, case studies, role playing • Present results of the case study to relevant stakeholders • e-learning (working in virtual project environments) • classroom (information management)

Facilities

Classroom • ICT

Teaching Staff

Senior communication trainer • Information manager

Assessment

Case study

Understanding IP rights and licensing

The purpose of this module is to give candidates knowledge and insight into IP rights, licensing, legislation and practical and commercial implications of legal issues concerning technology transfer and business development.

Learning outcomes

Knowledge of IP rights • Introductory knowledge of legal issues related to research in general • Introduction to basic agreements (license, funding and collaboration agreement, NDA, MTA, options, evaluation agreements, etc.) • Understanding the commercial strategies related to the above agreements • Basic understanding and use of patent-databases

Modules

B IP – legislation (national and international) • IP and contractual issues arising from research funding
A • Overview of IP matters in exploitation and Technology Transfer • Agreements • Licensing

S Methodologies

I Courses • Case studies

C Facilities

Classroom

Teaching Staff

Teacher with working experience in IPR in TT-field (lawyer, industry expert, academic teacher) • TT professionals

Assessment

Exam

Understanding IP rights and licensing

The purpose of this module is to give candidates knowledge and insight into IP rights, licensing, legislation and practical and commercial implications of legal issues concerning technology transfer and business development.

Learning outcomes

Candidates must know / be able to:

- Legal aspects of: 1. contract research, 2. protection and exploitation of research results, 3. spin-off creation, 4. licensing
- Oversee all practical implications of legal issues concerning technology transfer / business development
- The different kind of contracts
- Exploitation strategies (contract research, IP protection and licensing, due diligence research, spin-off creation, financing)
- Design an IP-strategy within a given budget
- About IP protection and defence (enforcement and infringement, alternatives to litigation e.g. ADR)
- Oversee tax implications of new contracts
- Manage the evaluation process of the IP
- IP contracts maintenance (including auditing and policy royalties)
- Awareness of patentability exclusions, bio-tech patents CII-patents

Modules

Legal aspects and contracts • Exploitation strategies • Portfolio management

Methodologies

Workshops • Courses • Case studies

Facilities

Classroom

Teaching Staff

Teacher with working experience in IPR in TT-field (lawyer, industry expert, academic teacher) • TT professionals • IP experts

Assessment

Case study

Commercial activities and markets

The purpose of this module is to give candidates the commercial knowledge and skills to be able to detect the possibilities for commercialisation and take the necessary steps to develop commercialisation

Learning outcomes

Candidates must have • Insight into the commercial viability of technology • Knowledge of the business environment • Understanding of the importance of markets and their segmentation • Knowledge of the value of IP and technology and how to exploit them best • Knowledge of the legal issues concerning commercialisation

Modules

Value and audit IP • Channels of exploitation, business models and business planning • Legal issues concerning commercialisation

Methodologies

Courses

Facilities

Classroom

Teaching Staff

Staff specialised in the commercialisation of technology

Assessment

Exam

B
A
S
I
C

Learning outcomes

How to push technology through business development far enough for it to be pulled by the market • How to get access to potential partners / investors • How to market technology • To understand the possible markets

Modules

Product development • Technology marketing • Market specific knowledge • Envisioning and designing products / services from technology

Methodologies

Courses • Case research

Facilities

Classroom

Teaching Staff

Staff experienced in the commercialisation of technology

Assessment

Case study

A
D
V
A
N
C
E
D

New business development

TT professionals should be able to demonstrate their ability to identify hitherto unexploited sources of expertise and technology within their institution and to add substantial value to the opportunity of involving and motivating academics, identifying potential partners, identifying sources of strategic funding, shaping the business model and, in collaboration with the other TT functions, conclude deals that provide substantial economic benefit (and thus new funding to the institution). In addition to their own portfolio, professionals must demonstrate the ability to develop the business development skills of others by mentoring, teaching or publications.

Learning outcomes

Candidates must know: • About methods and for market and industry research • About the relevant financing instruments (subsidies, business angels, venture capital funds, IPO etc.) • How to develop a business model and commercial strategy • Understanding of business plan and components • The legal aspects (choice of legal company forms & IP relate contracts) • Methods in building teams with the right mix of skills and experience

B Modules

A Finance I • Strategies for commercialising new technologies • Elements of business plan • Building teams

I Methodologies

C Courses

Facilities

Classroom

Teaching Staff

Experience business developer or advisor in business development

Assessment

Exam

New business development

TT professionals should be able to demonstrate their ability to identify hitherto unexploited sources of expertise and technology within their institution and to add substantial value to the opportunity of involving and motivating academics, identifying potential partners, identifying sources of strategic funding, shaping the business model and, in collaboration with the other TT functions, conclude deals that provide substantial economic benefit (and thus new funding to the institution). In addition to their own portfolio, professionals must demonstrate the ability to develop the business development skills of others by mentoring, teaching or publications.

Learning outcomes

Candidates must be able:

- To value tangible and non-tangible assets
- To assess / evaluate business opportunities for optimal route to the market
- To identify & persuade investors / management by e.g. presentations & discussions
- To form strategic partnerships (e.g. joint ventures)
- To be able to deliver a business plan
- To raise the funds appropriate to the profile & scale of an opportunity
- To strategically use development funds (private sector, public sector, internal funds)

Modules

Market Entry Strategy • Tactics in identifying and persuading Investors • Business opportunities • Investor relationships and strategic partnerships • Finance II (define and realise financial sources for technology transfer) • Develop a business plan

Methodologies

Courses • Case study in a small group about financing

Facilities

Classroom

Teaching Staff

Experienced business developer or advisor in business development or investors

Assessment

Case study

Negotiating

The purpose of this module is to teach candidates the skills of negotiation, from being able to understand it up to developing a negotiation strategy and acting as the main negotiator in a complex negotiation process.

Learning outcomes

Candidates must be able:

- To identify the process & content in negotiations
- To recognise the different styles of negotiations
- To recognise the cultural and human factors affecting negotiations
- To recognise the factors that lead to successful negotiations

Modules

B The negotiation process • The content of negotiations • Negotiation styles • Cultural and human factors in negotiations

A Achieving success in negotiations

S Methodologies

I Course • Mini group seminars (case studies)

C Facilities

Class room

Teaching Staff

Negotiation trainer

Assessment

Exam (case analysis)

Learning outcomes

Candidates must be able:

- To critically assess the theory and practice of negotiations
- To develop a framework that matches negotiation styles with specific scenarios in the field
- To analyse the organisation negotiation strategy and to highlight its strengths and weaknesses

A Modules

D Revisiting theory and practice on basis of complex case • Examining negotiation in practice: role playing on basis of complex scenario

V Analysing negotiating strategy of student's and other organisation in specific case (e-learning)

N Methodologies

C Interactive: 1 day • E-learning (analysing negotiating strategy of firm in specific case)

E Facilities

D Class room with videocamera • ICTs

Teaching Staff

Experienced business negotiator

Assessment

2000–3000 word assignment (4/5 sides)

Project management

The purpose of this module is to teach candidates about project management

Learning outcomes

Candidates must know: • How to define an assignment and results of a project • How to plan, know the different project phases • The different project factors: time, budget, quality, information, organisation • How to write a project plan • How to do a risk analysis

Modules

Project management: the basics

Methodologies

Course

Facilities

Class room

Teaching Staff

Specialist in project management

Assessment

Exam

Learning outcomes

Candidates must be able / have: • To deal with the tasks and responsibilities of a TT-project leader (TT process as a project) • Insight in leadership, communication processes, cooperation and conflict management • To organise TT projects / process • To plan a budget • To manage discontinuities and contractual relations • To manage the research teams • To manage internal TT responsables

Modules

Effective management and leadership • Personal qualities project leadership • Cooperation, communication, coaching and conflict management within a team • Planning and budgeting • Management external stakeholders (lawyers, contracting parties...)

Methodologies

Course • Practising and role play

Facilities

Class room

Teaching Staff

Specialist in project management & TT/IPR management

Assessment

Write a project plan

B
A
S
I
C

A
D
V
A
N
C
E
D

Information analysis

Successful IT professionals must be aware of the diverse sources of IP, academic, technical, business and market information which can affect business decisions. They need to be familiar with patent database and other IP, academic, technical and business information databases, and know-how to analyse the information they retrieve.

Learning outcomes

Candidates must have:

- Knowledge of commonly used patent databases (free and commercial)
- Knowledge of sources of patent search help
- Knowledge of patent classification schemes
- Knowledge of trademarks and design databases
- Ability to perform market and industry research
- Knowledge of non-patent literature and information sources. E.g. academic / technical journals

Modules

Overview of patent information and sources of advice, introduction to other public patent databases (e.g. USPTO, JPO, SIPO, Derwent, STN), esp@cenet – the free access internet patent database of the EPO • How to read a patent (understanding what the document is telling you) • Classification I – IPC & ECLA • Introduction to trade mark and design databases (e.g. OHIM) • Introduction to business information databases and market and industry research • Introduction to non-patent literature and information sources, e.g. academic / technical journals

Methodologies

Courses – hands-on exercise on the pc

Facilities

Classroom (PC teaching laboratory)

Teaching Staff

Experienced database searcher

Assessment

Exam

Information analysis

Successful IT professionals must be aware of the diverse sources of IP, academic, technical, business and market information which can affect business decisions. They need to be familiar with patent database and other IP, academic, technical and business information databases, and know-how to analyse the information they retrieve.

Learning outcomes

Candidates must have:

- Knowledge of US and Japanese patent classification schemes
- Knowledge of East Asian sources of patent information
- Ability to use patent information to inform business decision making
- Ability to use non-patent information sources to inform business decision-making
- More sophisticated market and industry research techniques
- Knowledge of the different type of patent search, e.g. novelty, validity, state of the art, freedom to operate, infringement

Modules

Patent classification II – US schemes, Japanese scheme • Advanced search strategies • Searching USPTO database • Searching East Asian patent database (China, Korea Japan) • Using patent information to inform business decisions, “patent-mapping” • Advanced market and industry research techniques

Methodologies

Problem solving exercise • Courses hands-on • Case study

Facilities

Classroom (PC teaching laboratory)

Teaching Staff

Experienced database searcher • TT professionals • Patent database searcher

Assessment

Exam

Managing communication, information and networking

Learning outcomes

Candidates must be able: • To manage all different forms of communication, (crisis, intercultural, project...) • To interlink information from different fields, extrapolate trends and conclusions that have impact for the strategic level for the organisation

IP rights & licensing

Learning outcomes

Candidates must be able: • To make / validate policy proposals of IP strategy and exploitation • To IP asset management

Commercial activities and markets

Learning outcomes

Candidates must be able: • To manage and evaluate the exposure to risk regarding the whole asset base for their organisation • To manage their KTO/TTP – personnel and resources to achieve desired outcome

New Business development

Learning outcomes

Candidates must be able: • To bring ideas to the market as leader of an entrepreneurial team • To optimise a business plan suitable for substantial investment (target group oriented) • To take the lead on innovation and growth management • To convince investors and the management by prospectus (a complex illustration of a business case)

Negotiation

Learning outcomes

Candidates must be able: • To redefine the notion of success and best practice in negotiation • To act as a mentor of a newcomer in your firm: observe and monitor change • To redesign your firm's negotiation strategy: drive change • To act as a main negotiator in TT processes • To act as a leading negotiator in a complex scenario that involves challenging cultural and human factors

Project management

Learning outcomes

Candidates must be able: • To manage complex TT projects with large budgets in complex project circumstances • To perform a TT due diligence (covering the whole TT process)

Information analysis

Learning outcomes

Candidates must be able:

- To gather all relevant information from a range of sources which impact the development of a project
- Produce a comprehensive analytical report based on the gathered information

E
X
P
E
R
T

Methodologies

Development of a joint business case with fellow students, which will be presented to a panel of peers and evaluated by them

L
E
V
E
L

Facilities

Seminar / round table arrangement

Teaching staff

Experienced peers from different TT stakeholders

Assessment

Presentation (and defence) of business case to panel to peers

The following items represent a list of characteristics required by training providers who could implement and provide courses based on the Training Framework developed by the

CERT-TTT-M project. Such characteristics are intended to be basic and general quality requirements of institutions providing education and training programmes.

Quality criteria for training providers: checklist⁷

The institution, or a subject to which the institution is legally affiliated, is expected to:

1. Provide quality education and training programmes in technology transfer, IPR and innovation management, also by maintaining contacts with (or be integrated in) the networks of stakeholders in the field.
2. Have a track record of provision of courses in technology transfer, IPR and innovation management over at least the last 2 years.
3. Engage adequate numbers and calibre of teaching staff, including experts with professional and commercial experiences where appropriate.
4. Have the provision of education and training courses as a clear goal of the organisation or of specific departments / sections of the organisation.
5. Be recognised as a provider of education and training programmes by qualified public and/

- or private authorities at local, national and/or transnational level or to represent itself a relevant authority in professional field, aiming to support professional development also through the provision of education and training opportunities.
6. Provide courses within higher education and/or continuing training for working adults seeking personal and professional development.
7. Be able to demonstrate the clear use of learning outcomes in the design and delivery of their courses and be able to demonstrate processes whereby they take feedback from course participants into account in the design and delivery of courses.
8. Ensure adequate resources and facilities to support the provision of quality courses.
9. Ensure the application of adequate assessment procedures, following clear and public criteria.
10. Publish up to date, impartial and objective information about the programmes and awards offered where appropriate. Apply and/or refer to European standards and tools for

⁷ © Consortium of CERT-TTT-M, 2008 [http://www.ttt-manager.eu/download/ANNEX %201_Quality %20Criteria %20for %20Training %20Providers.pdf](http://www.ttt-manager.eu/download/ANNEX%201_Quality%20Criteria%20for%20Training%20Providers.pdf)

transparency while developing education and training courses (for example ECTS system, EQF, Europass Diploma Supplement, Europass Certification Supplement) where appropriate.

Training providers interested in adopting the Framework are invited to get in contact with the Consortium CERT-TTT-M. A model of letter of intent is available on the website.

Certification and accreditation

A first pathway for the accreditation of training programmes and the recognition of professional titles has been defined by the CERT-TTT-M project, recommending to set up a European organisation in TT:

- ensuring quality standards
- providing recognition procedures
- coordinating initiatives
- representing the European authority in the field

On this basis a new two-years project has started in 2010, EUKTS – European Knowledge Transfer Society (FP7 RTD OMC-NET), with the aim to designing the model and the roadmap for setting-up a European-based organisation ensuring quality in knowledge transfer professional field and supporting R&D policy within the ERA.

Further informations are available on www.eukts.eu

ANNEX – Training Course Analysis

Training Model Review – Hungary

Title of the training course	Course provider	Target	Course duration
1 European Innovation Management Training	University of Pécs (public)	Enterprises (SMEs), Research Institutes	about 8 hours; 8 weeks long
2 Innovation manager training 1	Budapest University of Technology and Economics (public) Professional supporter: Hungarian Association for Innovation (public)	Recommended to those interested in innovation-related international and Hungarian business tasks, thus to people working in small and medium enterprises and innovation transfer institutes.	About 240 hours (theory and practice) 2 semester
3 Innovation manager training 2	INNOSTART National Business and Innovation Centre (public)	Recommended to professionals already possessing a master degree in technology and sciences, who wish to achieve results in setting up, organizing and operating innovative enterprises, to directors of industrial parks, innovation centres and other innovation associations as joint associations.	3 months
4 Intellectual property management and technology transfer training 1	South Plain and Middle Pannonian Regional Innovation Agency and the National Office for Research and Technology (public)	Enterprises, mainly SMEs, partner organizations, but anyone who is interested can take part in the training course.	2 days

Attendance	Certification / Credits	Price	International / National
every Friday; each week	The training course is accredited. The participants received a certificate	10,000 HUF (including VAT)	National level
	After a successful exam a certificate is issued to the participant proving that they are qualified to carry out innovation assistant tasks.	440,000 HUF + VAT (including the exam)	National level
	On successful completion of the course the participants receive a certificate attesting their innovation managerial qualifications	18,000 HUF + VAT	National level
	The participants of the course receive a certificate	Free of charge	National level

Title of the training course	Course provider	Target	Course duration
5 Intellectual property management and technology transfer training 2	The South Pannonian Regional Innovation Agency Non-profit Ltd. and South Pannonian Regional Comestible Science Competence Centre in cooperation with Pécs-Baranya County Chamber of Commerce and Industry (public)		13 hours 2 days
6 Innovation management training	Talentis University Ngo (private)		5 days between October and November, 6 hours per day in 2008
7 Biotechnological manager training	Hungarian Biotechnology Association (public)	Ambitious and adventurous young researchers and university students who are considering the utilization of their research results and are thinking of setting up companies, as well as managers of already operating small and medium-size enterprises specialising in life-sciences or such entrepreneurs who are interested in starting up companies in the life-science sector.	2 days in each town
8 Application writing \ Project planning \ Project management \ Innovation \ Technology transfer training course	Laser Consult Ltd. (private)	Project managers	36 hours altogether

Attendance	Certification / Credits	Price	International / National
------------	-------------------------	-------	--------------------------

Free of charge

National level

\

Course fee: 120,000 HUF
(no VAT)

National level

The participants of the course
receive a certificate.

Free of charge

National level

\

1 course:
500,000 HUF + VAT, with
option: 100,000 HUF + VAT
2 course:
500,000 HUF + VAT
3 course:
500,000 HUF + VAT
4 course:
200,000 HUF + VAT

National level

Title of the training course	Course provider	Target	Course duration
9 Innovation and project management training course	INNOVA Észak – Alföld Regional Innovation Agency (public)	Organizations which are active in the fields of research and development and innovation.	6 hours per occasion; 6 weeks for 3 years
10 Innovation and technology transfer in the university environment – From the basic idea to the product	University of Debrecen Technology Transfer Office (public) and INNOVA Észak-Alföld Regional Development and Innovation Agency (public)		18th May, 25th May, 1st June, 8th June, 15th June 2006 5 days
11 Bio BOOT CAMP Training Workshop for Beginners	Eurobiobiz International Training Coaching and Consulting		3 days
12 IPR (General)	WIPO (World Intellectual Property Organization)	Government officials, staff in collective management societies, business managers in publishing, broadcasting and industry, students in faculties of law, business, chemistry, engineering, journalism, etc. needing a basic knowledge of IP.	50 hours; From Mar. 2010 to Apr. 2010
13 IPR (Basic level)	Hungarian Patent Office		20 hours
14 IPR (Intermediate level)	Hungarian Patent Office	Students of higher education in the technical and economic fields, Lawyers and patent attorneys, Entrepreneurs, representatives of businesses, IPR information service providers, Staff of the HPO.	60 hours

Attendance	Certification / Credits	Price	International / National
one occasion per week	At the end of the 6 module training course programme, the participants will be given a certificate on the module which they completed, issued by the organizer	6,000 HUF + VAT per course days	National level
	No certifications	Free of charge	National level
	The participants completing the full training course programme will be given a certificate proving the completion of the course.	50 euro per person	National level
	Free of charge	The course material is in English. The acquiring of the course material is followed by an electronic exam. On successful completion of the course the participants receive a certificate from WIPO	National level
	HUF 30,000 / person	If the candidate passes the written final examination at the end of the course, he/she receives a basic level certificate on IPR	National level
	HUF 80,000 / person / term	If the candidate successfully prepares his final paper on an optional topic and defends it at the end of the course, he receives an advanced level certificate on IP	National level

Title of the training course	Course provider	Target	Course duration
15 IPR (Advanced level)	Hungarian Patent Office		270 hours
16 Intellectually property rights	Hungarian Patent Office and the University of Debrecen	To higher educational institutions	28 hours; 1 semester

Attendance	Certification / Credits	Price	International / National
	HUF 120,000 / person / term	If the candidate successfully prepares his final paper on an optional topic and defends it at the end of the course, he receives an advanced level certificate on IPR	National level
2 times in a week	Free of charge for the students of the University of Debrecen. (Any enquirer can attended the course, in this case participants should pay 25,000 HUF)	If the candidate successfully completes the final exam at the end of the course, he receives 3 credits.	National level

Training Model Review – Hungary (subject areas)

Title of the training course	Academic research and industry linkages	Technology	Innovation management	Innovation found raising
1 European Innovation Management Training			Introduction, getting acquainted with basic notions of innovation; Knowledge transfer, technology intensive enterprises, spin-offs; Business plans of innovation projects	Financing – forms of innovation financing, credit possibilities, tender resources
2 Innovation manager training 1		Foreseeing technology	Innovation and management; Project management; Public procurement; Knowledge management; Spin-offs	The finances of innovation; Principles of writing tenders
3 Innovation manager training 2			Innovation management tasks and strategies; The methods of innovation management; Knowledge management	Up-to-date financial data; Innovation financing; Writing and managing of EU tenders
4 Intellectual property management and technology transfer training 1		Technology transfer (vedi scheda tecnica)	Intellectual property management (vedi scheda tecnica)	
5 Intellectual property management and technology transfer training 2	Identifying of technology			

Innovation marketing**Assessment of technology and innovation needs****Legal aspects of technology transfer****Innovation policies and strategies****Innovation in local development****National / international level of the training course**

Market and technological trends, clusters

Protection of industry rights

Innovation marketing

Protection of intellectual rights

Innovation politics

Tenders in Hungary

Tenders of the EU

Measurement of innovation performance

Questions of intellectual right

Basic notions of innovation, innovation systems

Tenders in Hungary; Improvement of regional innovation system

Intellectual property management (Intellectual property management)

Evaluation of technology; Evaluation of technology transfer activity

Transferring intellectual property; Licensing of the utilization of intellectual property

General considerations; Strategic preparation of technology transfer

Trademark policy of the region

Title of the training course	Academic research and industry linkages	Technology	Innovation management	Innovation found raising
6 Innovation management training			Foundation of knowledge enterprises I–II (Scientists and businesspersons: the psychology of knowledge enterprises, From idea to business. From “business case” to business strategy); Foundation and start up of utilization companies (spin-off companies); Operating knowledge enterprises	
7 Biotechnological manager training	The role of technology transfer in life-science enterprises; Life-sciences suitable for businesses; What a bio-manager must know		Making business plans for life-science enterprises; Innovation and business development strategies for life-science enterprises; Building up a company, company management: All there is to know about a life-science enterprise; Management of pre-clinical and clinical research from a business and market aspect	The role of risk capital in financing life-science companies;

Innovation marketing

Assessment of technology and innovation needs

Legal aspects of technology transfer

Innovation policies and strategies

Innovation in local development

National / international level of the training course

The role, protection and utilization of intellectual property

Innovation institute system: Hungarian and regional models, individual institutes \ The role of regional institutions, tasks and operation of RIA (Regional Innovation Agencies)

Marketing, Information and possibilities of tenders for life-science enterprises;

Protecting intellectual property in life-sciences;

Title of the training course	Academic research and industry linkages	Technology	Innovation management	Innovation found raising
8 Application writing \ Project planning \ Project management \ Innovation \ Technology transfer training course	Innovation techniques: methodology of technology watch; of technology audit; of technology foresight; of benchmarking; Technology transfer training course		Project planning, project management	Modes of financing innovation
9 Innovation and project management training course			Project and Innovation management	Financing Innovation
10 Innovation and technology transfer in the university environment – From the basic idea to the product			The concept, role and processes of innovation; Innovation management;	Financing innovative ideas
11 Bio BOOT CAMP Training Workshop for Beginners			“Draw a Company project”: What a successful company should be?; business plan	Where can you find Money and what are the expectations of the different source of financing

Innovation marketing**Assessment of technology and innovation needs****Legal aspects of technology transfer****Innovation policies and strategies****Innovation in local development****National / international level of the training course**

General conditions, fundamental characteristics, methodology of applications, detailed outline of tender invitations and tender systems

Forms of industry right protection, concerning questions

The concept of innovation (types of innovation and its institution system)

Marketing in Innovation processes

Managing intellectual property rights

Innovation in Hungary and on the international scene; Business strategy and planning

The protection of intellectual work; The role of intellectual property in processes of technology transfer

Presenting the research policy of the EU and the National Development Plan II

Title of the training course

Academic research and industry linkages

Technology

Innovation management

Innovation found raising

12 IPR (General)

13 IPR (Basic level)

14 IPR (Intermediate level)

Innovation management

Innovation marketing

Assessment of technology and innovation needs

Legal aspects of technology transfer

Innovation policies and strategies

Innovation in local development

National / international level of the training course

Introduction to IP; Copyright; Related Rights; Trademarks; Geographical Indications; Industrial Design; Patents; WIPO Treaties; Unfair Competition; Protection of New Varieties of Plants; Summary and Discussion on IP Rights

Patent law; Trademark law; Design law and Utility model law; International and European Union industrial property law; Information on industrial property rights

Patent law; Trademark law; Design and Utility model law; International and European Union industrial property law; Information on industrial property rights; Innovation management, industrial property tasks of businesses and competition law

Title of the training course	Academic research and industry linkages	Technology	Innovation management	Innovation found raising
------------------------------	---	------------	-----------------------	--------------------------

15 IPR (Advanced level)

Innovation management

**Innovation
marketing**

**Assessment
of technology
and innovation
needs**

**Legal aspects
of technology
transfer**

**Innovation
policies and
strategies**

**Innovation in
local
development**

**National /
international
level of the
training course**

Economic and legal bases of IPR;
National patent law;
Foreign, European and international patent law; Utility model law; National trademark law and the protection of other distinctive signs; International and Community trademark law; National, Community and international design law; Copyright; Competition law; Court proceedings in IP matters and litigations; Information on industrial property rights; Innovation management, industrial property tasks of businesses and client representation in IP matters

Title of the training course

Academic research and industry linkages

Technology

Innovation management

Innovation found raising

16 Intellectually property rights

**Innovation
marketing**

**Assessment
of technology
and innovation
needs**

**Legal aspects
of technology
transfer**

**Innovation
policies and
strategies**

**Innovation in
local
development**

**National /
international
level of the
training course**

Evolution of IPR;
Industrial property
law (patent, plant
variety protection,
utility model
protection,
trademarks,
geographical
indication, design);
Copyrights and
related rights;
Intellectual property
management and
project evaluation
system at the
University of
Debrecen

Training Model Review – Italy

Title of the training course	Course provider	Target	Course duration
1 Master in Technopreneurs	Commerce Chambre of Como, UniverComo Association, School of Como, Politecnico of Milan, Bocconi University, Bicocca University of Milan, Polytechnic of Milan	Graduates or PhD in technical and scientific matters	704 hours classroom, 500 hours final paper, some months stage, January 2008 – December 2009
2 International Master in Development, Innovation and Change (MiDIC)	GSP (Global Studies Program) Campus, Argentina; University of Bologna, Italy; GSP Campus, South Africa; in partnership with GSP of University of Freiburg, Germany	The Master's program is designed for students planning to pursue careers as experts, consultants and professionals within local, national and international organizations – private (profit and non-profit) and public (administrative and research oriented) – acting in contexts of local development processes, both in developed and in developing and less developed countries.	1 stage: lessons; 20 hours per module; April – July 2010, 2 stage: lessons; 20 hours per module; December 2010 3 stage: training; 300 hours per internship, 6 months in the first part of 2011
3 Master in Innovation and Knowledge Transfer	MIP, AREA Science Park, NETVAL	The Master is aimed at MIT who has already entered or will enter into: <ul style="list-style-type: none"> – Enterprises with an area of research and development or advanced technical area – In universities and public research centres involved in research management and transfer of knowledge / technology transfer – Organizations that operate as innovation-research firm or help to develop policies and measures for these systems. The Master graduates may participate in each discipline	about 350 hours; November 2009 – July 2011

Attendance	Certification credits	Price	National / International
-------------------	------------------------------	--------------	---------------------------------

one week per month per 10 months in succession	lessons plus stage = 80 credits, final exam = 20 credits	20,000.00 euro	International level
--	---	----------------	---------------------

Full-time periods	62 credits	3,500.00 euro only for national part \ plus 4,500.00 euro for international part	International level
-------------------	------------	--	---------------------

Only in the week-end	60 credits	11,000.00 euro	National level
----------------------	------------	----------------	----------------

Title of the training course	Course provider	Target	Course duration
4 Master in Innovation Management	Sant'Anna Higher School	\	about 160 hours; February – December 2010
5 Master in Knowledge & Innovation Management	Master Team & CSE Crescendo	\	about 490 hours classroom and 4 months for stage (400 hours); March 2010 – October 2010
6 Operators of Technology Transfer	Artea Studio Srl, in partnership with Scarl Society for Roman Scientific Park and the Spin-Over – Enterprises Incubator funded by Economic Development Ministry	All candidates having a university degree first or second level and those who have completed work experience in fields related to technology transfer	about 8–10 weeks classroom plus 4000 hours training; November 2009 – January 2010
7 M'Aster Match – Training for young researchers	Aster	Research groups (3/4 persons) relating to research facilities (e.g., departments, laboratories, research) in Emilia-Romagna, who identified a common research project to be presented to a business representative.	3 days not in succession
8 Aster 2DAYS – industrial research management	Aster	The meetings are aimed primarily at young researchers (graduate students, post doc, etc.) operating inside the universities and research laboratories of the Emilia-Romagna region. Participation is also open to junior researchers employed in regional businesses.	2 stages each 2 days

Attendance	Certification credits	Price	National / International
------------	-----------------------	-------	--------------------------

\	\	5,500.00 euro + VAT	National \ regional level
---	---	---------------------	---------------------------

from Monday to Friday h. 9:00 \ – 18:00, Compulsory attendance	\	8,000.00 euro + VAT	National level
--	---	---------------------	----------------

\	\	5,000.00 euro	National level
---	---	---------------	----------------

\	\	\	National level
---	---	---	----------------

\	\	\	National level
---	---	---	----------------

Title of the training course	Course provider	Target	Course duration
9 Method and Innovation – Training course on research systems, promotion and management of innovative business ideas	Centuria Rit – Romagna Innovazione Tecnologia, in cooperation with Confindustria di Forlì-Cesena.	The event, is aimed at entrepreneurs, managers, designers, R&D responsible, etc. interested in understanding how to focus on innovation and creativity in order to make more and more competitive their business	100 hours; February – April 2007
10 Training for innovation mediators (RIDITT 2009)	RIDITT – Italian net for dissemination of Innovation and Technology Transfer to Enterprises IPI – Industrial Promotion Institute	Operators of services for innovation and technology transfer to companies, active in universities and research centres, science parks, innovation centres, incubators, entrepreneurial associations, chambers of commerce and similar structures intermediary services.	about 100 hours; May 2009 – December 2009
11 Training project SWAN	Italian Partner: Meta Group	Manager of Science Parks, Manager Incubator Directors and managers of centres of research institutes (universities), Consultants and business experts, Personnel of SMEs involved in the development of the business, Regional development agencies, Technology transfer offices, Research centres	\

Attendance	Certification credits	Price	National / International
------------	-----------------------	-------	--------------------------

\	\	Members: 130.00 euro + VAT (all modules); Not Members: 200.00 euro + VAT (all modules)	National \ regional level
---	---	---	---------------------------

\	\	Free of charge	National \ regional level
---	---	----------------	---------------------------

\	\	\	International level (European)
---	---	---	--------------------------------

Training Model Review – Italy (subject areas)

Title of the training course	Academic research and industry linkages	Technology	Innovation management	Innovation found raising	Innovation marketing
1 Master in Technopreneurs		Product, Processes and Technology: the Innovation History; Industrial Processes; Technologies and Processes, Computer Technologies to access to information	Industry Economy; Innovation Economy	Fund Rising Innovation	Marketing and Selling; Commercialization Innovation; Users and Communication
2 International Master in Development, Innovation and Change (MiDIC)			Economics of Industries and Innovation; Quantitative Methods for Development; Innovation and Business Planning		

Assessment of technology and innovation needs	General management	Legal aspects of technology transfer	Innovation policies and strategies	Innovation in local development	National / international level of the training course
--	---------------------------	---	---	--	--

Assessment Innovation

Business management; administration and control, budget, Operations, Supply Chain Management, Sourcing, Organizational Design, Corporate Finance

Enterprise and Society

Economy and International Performance; Strategy and International Development

Introductory Economics; Introductory Quantitative Methods; Project Planning; Economics of Inequality; Introduction to Labour Economics; Institutions for Open Economies; Natural Resources and Environmental Economics

Introductory Comparative and International Law; Legal Systems and Development; International Law; New Technologies and Law

Development and Local Systems of Production; Population, Human Capital and Labour Markets; Comparative Local Development in Area Studies; Development and Transport Infrastructures

International Economics and Globalisation; International Political Analysis; International Organizations and Development; Global Public Sphere; Global Economy and Society; Culture and Identity in Africa / South America; Empirical Research Project

Title of the training course	Academic research and industry linkages	Technology	Innovation management	Innovation found raising	Innovation marketing
3 Master in Innovation and Knowledge Transfer			Research management, technology transfer and innovation in enterprises and in the world of public research Skills and methodologies for managing innovation and technology transfer; Business Plan, Business Intelligence, sources of funding	Funding sources	Communication and negotiation
4 Master in Innovation Management	Research and Development and Technological Innovation		Genesis of innovation in organizational behaviour, innovation in business models, organization, human resources and innovation, Cost Management for Innovation; Finance Innovation		Marketing Innovation

Assessment of technology and innovation needs	General management	Legal aspects of technology transfer	Innovation policies and strategies	Innovation in local development	National / international level of the training course
--	---------------------------	---	---	--	--

Project management, management control, process management, investment appraisal

Defence of Industrial Property, patent search, management of partnerships, the tax issues and litigation

The system of research and innovation, its actors and their role; Policies for the system of research and innovation and its prospects

Economics of network services and competitiveness

Intellectual Property Management

Strategies for the competitiveness of enterprises

Title of the training course	Academic research and industry linkages	Technology	Innovation management	Innovation found raising	Innovation marketing
5 Master in Knowledge & Innovation Management			Organization for Knowledge Management & Governance, Information systems for Knowledge Management, Project Management Knowledge Management, Organizational culture and change management, leadership and continuous improvement of knowledge, innovative methods of knowledge-oriented organization		

6 Operators of Technology Transfer		Analysis of technology context: techniques of technological forecasting, analysis in the ICT sector, analysis in Biotech sector	Finance Innovation	Public funding	Strategic and operational Marketing
------------------------------------	--	---	--------------------	----------------	-------------------------------------

Assessment of technology and innovation needs	General management	Legal aspects of technology transfer	Innovation policies and strategies	Innovation in local development	National / international level of the training course
--	---------------------------	---	---	--	--

Basic Management

Strategies Di
Knowledge
Management &
Governance

http://www.gstatic.com/translate/sound_player.swf
The evaluation of the system, technical and scientific evaluation

Drafting of business plans, Corporate finance and financial planning

Managing the relationship with the company, Protection of intellectual property

Innovation policies and business strategies; The system of mediation and integration, the world of regional research centres TT

Social dimension of innovation
Technological innovation, employment and development analysis of the economic implications resulting from the introduction of innovation – The case of ICT

Title of the training course	Academic research and industry linkages	Technology	Innovation management	Innovation found raising	Innovation marketing
7 M'Aster Match – Training for young researchers					Strategies for presentation of self in professional relationships; Treatment of information according to the parties
8 Aster 2DAYS – industrial research management			<p>Cycle 1: the cycle of life and management of areas of risk in research projects, the management of human resources in R & D: leadership, team building and mentoring, research funding, networking and cooperation;</p> <p>Cycle 2: Key issues of Open Innovation: from Research and Development, Connecting and Development, the key players in the process of innovation, new business models, external technology brokers, cooperation and competition</p>	Research Funds	Marketing Research and Innovation

**Assessment
of technology
and innovation
needs**

**General
management**

**Legal aspects
of technology
transfer**

**Innovation
policies
and strategies**

**Innovation
in local
development**

**National /
international
level of the
training course**

Title of the training course	Academic research and industry linkages	Technology	Innovation management	Innovation found raising	Innovation marketing
9 Method and Innovation – Training course on research systems, promotion and management of innovative business ideas	Il technology transfer with the University				Marketing Technology
10 Training for innovation mediators (RIDITT 2009)	Identifying and developing innovation projects for cluster of PMI	Technological Intelligence tools to identify innovation opportunity; Technology Transfer and private \ public cooperation; The Technological start-up	The editors of the business plan of a young innovative company; Finance Innovation		Technology and Innovation Services Marketing
11 Training project SWAN			R&D portfolio management; Financial aspects: IP to access capital markets		Market Aspects: Preliminary research; Market Aspects: IP valuation; Market Aspects:IP commercialization

**Assessment
of technology
and innovation
needs**

**General
management**

**Legal aspects
of technology
transfer**

**Innovation
policies
and strategies**

**Innovation
in local
development**

**National /
international
level of the
training course**

Scouting e methods
of technology
assessment;
methodologies and
tools for the
allocation of
economic and
financial value of
the assets of
industrial property

The effective
management of
industrial property,
and pre-diagnosis
company, the
alternative use of
patents for
invention: contracts
for the sale and
licensing

Introduction to
IPRs system and
business use of
intangible asset;
Contractual aspects

Strategic use of
intangible assets

Training Model Review – Czech Republic

Title of the training course	Course provider	Target	Course duration
1 Innovation Academy	South Moravian Innovation Centre in cooperation with Fraunhofer IPA Slovakia.	The target groups are science park managers, incubation centre managers, institutional research administrators and managers, business owners who are responsible for the rising value of the company, investments, mergers and acquisitions, top executives of companies and divisions, chief strategy and development, marketing and business managers.	About 100 hours classroom considering 8 hours per day; May 2009 – November 2009 (Next module is in phase of preparation and will run from February 2010 to June 2010)
2 Transcen	Regional Centre of Education in Knowledge and Technology Transfer, whose partners are Technical University of Liberec (co-ordinator), Elmarco Ltd. and Research Institute of Textile Machines Liberec Co.	Regional institutions of research and development staff, academic members of universities and, university students.	About 300 hours per 7 modules
3 Technological Training for SME	Technical University of Ostrava; Business Innovation Centre Ostrava Ltd.; Business Innovation Centre Zwickau Ltd.; Clean Technology Centre Cork; STENUM Graz	Young people in initial vocational training, young graduates, students, managers / owners of SME, advertisement.	About 100 hours
4 Technology Foresight Training Programme 2008/9	UNIDO – The United Nations Industrial Development Organization is a specialized agency of the United Nations. The courses was organized in cooperation with the governments of Austria, Czech Republic, Hungary, Slovak Republic and Turkey.	The courses are offered to professionals, officials and managers as well as representatives of enterprises responsible for applying foresight as an instrument for strategic decision-making in technology development, innovation and industrial policy.	Module 1 – five-day on 3–7 November 2008; Module 2 – on 17–21 November 2008; Module 3 – on 14–15 October 2008 and on 2–3 December 2008; Module 4 – on 27–30 October 2009; Module 5 – on 25–27 March 2009 21 days

Attendance	Certification credits	Price	National / International
------------	-----------------------	-------	--------------------------

12 days together – six two-day modules

Participants receive a certificate after the course and after the successful defence of theses.

3,615.00 euro. Include participation, background materials, snacks and meals and the final certificate.

National level

\

\

Project and training courses were co-funded by the European Social Fund and state budget of the Czech Republic and participation for target groups is free of charge.

Regional \ national level

\

\

SMART is an EU funded project – training was a test pilot

National level

\

\

The courses are free of charge.

International: Mod. 1 in Turkey; Mod. 2 in Czech R.; Mod. 3 in Spain and in Hungary; Mod. 4 in Slovak; Mod. 5 in Austria

Title of the training course	Course provider	Target	Course duration
5 Technology Transfer workshop	ILOL – Institute for Lifestyle Options and Longevity	Executives managing fast growing high technology firms, directors of scientific laboratories, Engineers responsible for bringing new technology into commercial markets, Educators lecturing in engineering, marketing, other specialist working in the areas of health care research, medical technology and new areas of Research in the field of health care management, specialists who are responsible for major public projects using social marketing approaches, PhD students of technical universities.	2 days on 19/20 January 2010
6 Workshop of Science and Technology Parks	The Science and Technology Park	38 representatives of science and technology parks in C. Rep. specialists from innovations and technology transfer, diplomatic agents, representatives of regional institutions and regional office representatives of Investment and Business Development Agency attended the workshop.	1 days; 31 July 2008
7 Workshop 2008 – FULL OF CHANGES	Czech Technical University in Prague (CTU); This workshop was organized in cooperation with the Czech Technical University Career Centre.	Professionals operative in Faculty of Architecture and the Faculty of Civil Engineering	3 days on 18/22 February 2008

Attendance	Certification credits	Price	National / International
------------	-----------------------	-------	--------------------------

\	No, it is only a workshop	Registration in advance for reduced rate: 130 euro, later registration fee is: 165 euro; 10% discount for PhD and students	National level
---	---------------------------	--	----------------

\	\		National level
---	---	--	----------------

\	\	Free of charge	National level
---	---	----------------	----------------

Title of the training course	Course provider	Target	Course duration
8 InnoSkills – Innovation Skills for SMEs	Project supported by the EU Leonardo da Vinci Programme, LLP-LDV/TOI/08/IT/481. The partners of the project are: Treviso Tecnologia (Italy) – Project coordinator, the University of West Bohemia (Czech Republic), Link MV (Germany), Pro-Kompetenz (Germany), E-Learning concepts Rietsch KEG (Austria), Parkurbis (Portugal) and Tinnova (Italy).	SMEs employees (with a specific emphasize on middle management), training bodies, consulting and advisory companies, researchers, students, teachers / trainers, organisations working with SMEs, large enterprises (human resources staff departments, to verify the internal objectives of advanced learning) and anyone interested in innovation issues.	The course is based on self-study supported by the learning repository and other tools provided by the project platform
9 FASTER – Training for Fast Growing Entrepreneurs	Project supported by the EU Leonardo da Vinci Programme (2008–2010), 2008-1-PL1-LEO05-02076,0P1. The partners of the project are: the West Pomeranian Business School (Poland) – Project coordinator, the University of West Bohemia (Czech Republic), the ISTUD Foundation (Italy), META Group (Italy), INNOSTART (Hungary), RTD Talos (Cyprus).	Organizations interested in boosting entrepreneurship (as course providers) and ambitious would be entrepreneurs and young graduates / graduating students (as attendees).	8 hours per day; 15 days of class lesson

Attendance	Certification credits	Price	National / International
-------------------	------------------------------	--------------	---------------------------------

\	Self-assessment through online tests.	Free of charge	International (European) level
---	---------------------------------------	----------------	--------------------------------

5 days a week			International (European) level
---------------	--	--	--------------------------------

Training Model Review – Czech Republic (subject areas)

Title of the training course	Academic research and industry linkages	Technology	Innovation management	Innovation found raising
1 Innovation Academy			Innovation – creation of future business; Innovation as a controlled process – Business Innovation; Innovative business models; Innovation Process; Product innovation	Financing growth of innovation
2 Transcen	New Technologies – Research and Development Outputs	Technology Transfer; HR Management in the Sphere of Technology Transfer; New Technologies – Research and Development Outputs and Their Practical Application	Project Management; Technology Transfer Related to the Enterprise Production System; Financial Management of Technology Transfer	
3 Technological Training for SME		Technology transfer (technology transfer; cooperation in research and development; innovation process; transfer stages and methods; research centres and institutes)	Introduction to the Environment; Environmental management; Quality management (clear structure of this company; definition of the procedures in the company; regulation of responsibilities and competences; reduction of the procedures; systematic analyse of mistakes and reasons)	

**Innovation
marketing**

**Assessment
of technology
and innovation
needs**

**Legal aspects
of technology
transfer**

**Innovation
policies and
strategies**

**Innovation
in local
development**

**National /
International
level of the
training course**

Successful
Communication and
Commercialization
of R&D Results

Image and company
culture;

Risk management
(legislative demand;
improvement of
security and
working conditions;
loss prevention;
insurance)

Title of the training course	Academic research and industry linkages	Technology	Innovation management	Innovation found raising
4 Technology Foresight Training Programme 2008/9		Technology Foresight for Organizers; Technology Foresight for Practitioners; Retries on Technology Foresight for Decision-Makers; Training of Trainers on Technology Foresight		
5 Technology Transfer workshop		Technology briefs; Specification of new product ideas; Description of a product concept; Prototype specifications; Performance description of the new product ready for the market place		
6 Workshop of Science and Technology Parks		Visiting Technology Centre Hradec Králové; Technology transfer and cooperation of each subjects.		

**Innovation
marketing**

**Assessment
of technology
and innovation
needs**

**Legal aspects
of technology
transfer**

**Innovation
policies and
strategies**

**Innovation
in local
development**

**National /
International
level of the
training course**

Technology
Foresight for
Corporations

Regional Innovation
Strategy and
Operational
Programme
Enterprise and
Innovations (OPEI),
Prosperity II and
other possibilities of
support of activities
Czech Science and
Technology Parks

Title of the training course	Academic research and industry linkages	Technology	Innovation management	Innovation found raising
------------------------------	---	------------	-----------------------	--------------------------

7 Workshop 2008 – FULL OF CHANGES

First grant aid – financial injections for research projects: European Social Fund programs, programs for Prague: OPPA, OPPK. Frequent mistakes in budgeting and scheduling, how to determine the size of a project, how to gain extra points in grant competitions etc.

Innovation marketing

Assessment of technology and innovation needs

Legal aspects of technology transfer

Innovation policies and strategies

Innovation in local development

National / International level of the training course

Science journalism, how to bring science subjects to media, how to promote science without being sensationalist, how to attract media attention, what can you expect when you find yourselves in a radio or in television; A workshop of presentation skills; basics of good presentation; how to present the results of your work; how to make the audiences listen; Can you capture their attention?: A workshop of presentation skills; basics of good presentation; how to present the results of your work; how to make the audiences listen; Sell your strengths: Podcasting and podcasting at universities and in science; new trends in using podcasts; create your own podcast

ABC of Intellectual Property Protection: Why and how to protect research results, or do not let your intellectual property be stolen; concise introduction to IPR: from trademarks, Internet domain names to copyright; IPR basics at CTU in a modern, e-learning form.

Title of the training course	Academic research and industry linkages	Technology	Innovation management	Innovation found raising
8 InnoSkills – Innovation Skills for SMEs			How to specify the innovation needs of a business problem; Tools for developing innovative solutions; Human resources management policies to support innovation	Financing Innovations
9 FASTER – Training for Fast Growing Entrepreneurs			Relevant aspects of Small Business; Entrepreneurial profiles; Operations and supply chain; Leadership, human resource management and “soft skills”; Business planning	Economics and Finance

Innovation marketing

Assessment of technology and innovation needs

Legal aspects of technology transfer

Innovation policies and strategies

Innovation in local development

National / International level of the training course

Marketing of Innovation

Evaluation of innovative solutions

How to protect innovations and intangible assets

Characteristics and types of innovation;
Types of Innovation Networks;

Foreign languages & intercultural competences

Basics of Strategy and Marketing

Training Model Review – Slovenia

Title of the training course	Course provider	Target	Course duration
1 WIPO National Seminar on Innovation Promotion, Technology Transfer and Successful Technology Transfer (STL)	The World Intellectual Property Organization (WIPO) in cooperation with: The Slovenian Intellectual Property Office (SIPO) and The Slovenian Chamber of Commerce Public participation, funded by WIPO, co-funded by SIPO and Chamber of Commerce	To open public, who wants to know more about Technology Transfer and Intellectual Property	From 2nd to 5th November 2009
2 School of entrepreneurship	Organized by Tovarna Podjemov, Funded by: JAPTI; Public participation	To open public	From 15th to 19th June 2009
3 IPR for researchers – Summer school	Organized by: European Patent Academy (EPA), Slovenian Intellectual Property Office (SIPO), University of Ljubljana; Funded by EPA, co-funded by SIPO and University of Ljubljana	Research and open public	From 27th to 29th May 2009
4 Creativity, Innovation, and Intellectual Property	The course is provided by IPAK Institute for Symbolic Analysis and Development of Information Technologies – private research institute	Representatives of Innovative Sme, Incubation Centres, Regional Developing Agencies, Research Centres, Vocational and Higher Educational Institutions.	2 months

Attendance	Certification credits	Price	National / International
	Certificate for completion of the WIPO National Seminar	Free of charge	National level
	Certificate for completion of the School of entrepreneurship	Free of charge	National level
	Certificate for completion of the IPR for researchers Summer school	Free of charge	International (European) level
	The participants who will successfully pass the course will get IPAK certificate about successful attendance and completion of the course	\	International (European) level

Training Model Review – Slovenia (subject areas)

Title of the training course	Academic research and industry linkages	Technology	Innovation management	Innovation found raising
------------------------------	---	------------	-----------------------	--------------------------

1 WIPO National Seminar on Innovation Promotion, Technology Transfer and Successful Technology Transfer (STL)

Key Terms in a Licensing Agreement: Financial Terms – Forms of Payment and other Financial Terms

Innovation marketing

Assessment of technology and innovation needs

Legal aspects of technology transfer

Innovation policies and strategies

Innovation in local development

National / international level of the training course

How to prepare for and Conduct Licensing Negotiation; Intellectual Property and Open Innovation: Potential Benefit and Challenge for Partners from Emerging, Developing and Countries in Transition; National and Institutional Legal Framework for Technology Transfer; Practical Steps in Setting-up Technology Transfer Offices (TTOs) – Overview of Regional Experiences; Intellectual Property Institutional Policies; Varying Business Models for Research Collaborations: Development, Sponsored Research and IP License Agreement; Key Terms in a Licensing Agreement: Subject Matter and Scope; Pro-Competitive Licensing Practices and Relevant Models of Competitive Law Regulations: European Union as an Example; Extracting Value from IP through Licensing and Franchising: All about Licensing and Licensing Strategy; Key Terms in a Licensing Agreement; IP Institutional Policies in a Research Setting;

Challenges for Creating an Innovation Culture in the Enterprise

Title of the training course	Academic research and industry linkages	Technology	Innovation management	Innovation found raising
2 School of entrepreneurship	The use of new technology for faster growth of the company		Why make business plans?; Most common errors while writing business plans; How to select the team, remunerate and motivate co-workers; Making your own business plans	
3 IPR for researchers				
4 Creativity, Innovation, and Intellectual Property	Working with Patent Offices' Databases			

**Innovation
marketing**

**Assessment
of technology
and innovation
needs**

**Legal aspects
of technology
transfer**

**Innovation
policies and
strategies**

**Innovation
in local
development**

**National /
international
level of the
training course**

How to present
my idea?

Trademarks and designs;
Copyright; How to pitch an
idea?; Introduction to Patent
Information; Introduction to
Intellectual Property Rights;
Strategies for patent
enforcement and IP licensing;
Technology transfer of IP

Commercialization
of invention

Intellectual property;
Preparation of application
covering IP; Legal issues

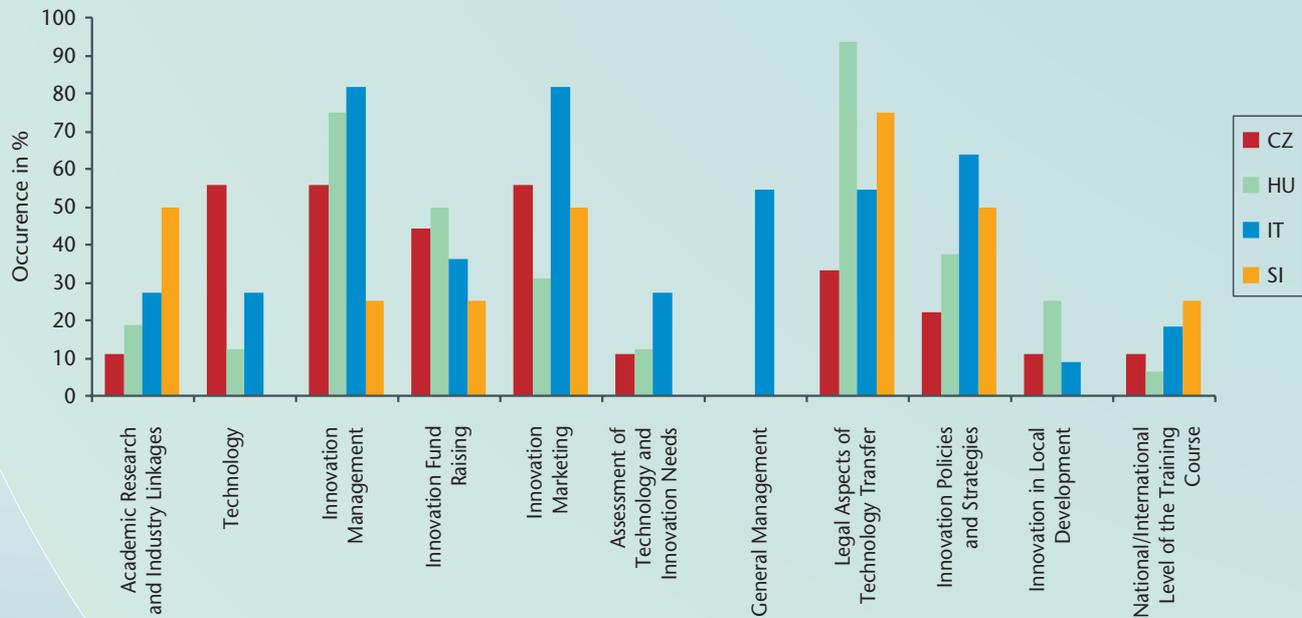
Creativity as
ultimate asset for
an organization;
Invention and
innovation

EU innovation
systems and
innovation
services

Short Overview

We screened 40 training programs for innovation-supporting professionals delivered over the last years in the Czech Republic, Italy, Hungary and Slovenia. The review was conducted with the

contribution of all project partners. Chart 1 shows the principal training topics and the percentage with which these topics occur in the different national training programs.





**CENTRAL
EUROPE**
COOPERATING FOR SUCCESS.



EUROPEAN UNION
EUROPEAN REGIONAL
DEVELOPMENT FUND

F R E E

From Research to Enterprise

