ASTP

Training Courses

Overview of ASTP's Training Courses

Introduction to the

Training Courses

Welcome to this comprehensive overview of professional development courses currently provided by ASTP. Such courses, led by experienced practitioners, are designed to help support, empower and develop your career as knowledge and technology transfer professional. Whether you are just starting out or have years experience, there are courses designed to meet your needs. These programmes will not only provide you with a wealth of knowledge and hands-on practice but also enable you to connect with your peers from across Europe and beyond.

In addition to the 13 different courses outlined here, ASTP provides site visits to well-established university knowledge transfer facilities, industry and technology ecosystems. These visits offer opportunities to learn directly from the best facilities in Europe, get insights on the issues related to industry-academic collaborations, and to find out how to harness technology ecosystems. In addition, we also provide bespoke on-site training tailored to your specific needs.

ASTP

ASTP is a non-profit members association committed to knowledge transfer among universities and industry. Our focus is to further improve the quality of impact that public research has on the economy and society.

RTTP

Registered Technology Transfer Professional status recognises the accomplishments, roles, skills, knowledge, and deal-making expertise of technology transfer professionals on a world-wide basis. It tells employers, colleagues and others in our industry that you have demonstrated core competencies and are responsible for significant achievements and contributions in the field of knowledge and technology transfer. By attending our training courses, you will earn CE points towards RTTP approval. For more information on how to apply for RTTP status, visit: **www.attp.global**

Training Courses Overview

Course Information **Topics Discussed** **Target Audience**

Learning Objectives **Testimony**

Building a Successful Knowledge Transfer Office

CE Points 16

This three-day course provides a framework for establishing or running a successful knowledge transfer (KT) operation in a university or research organisation. Although every organisation handles its KT activities differently, most of the underlying challenges faced by KT leaders are similar. This course has been created by experienced KT Directors with decades of experience structuring offices and managing the challenges of delivering long-term outcomes and impact from short-term resources and staff; as well as facing institutional stakeholders with limited KT experience, yet high expectations.

The course explores how to develop an effective KT strategy; gain trust of researchers; attract and retain the right staff; and implement robust policies, systems and processes. The interactive sessions include case studies and practical examples of KTO operations. There will be ample time for participants to share experiences and issues.

This course is for people who are developing a new KTOs or reshaping existing ones. It is also for experienced KT practitioners who want to gain a better understanding of how to pull together all the elements needed to grow a successful KTO. The course is an excellent foundation for those who aspire to leadership (even Director) positions within a KTO, since this type of responsibility will inevitably involve the design of operations needed to conduct a KTO's business.

- The context of KT within the organisation
- Organisational options for the KTO
- Development of strategic goals, KPIs and financial drivers
- Professionalise KT processes, policies, contracts and agreements
- Encourage and incentivise academic engagement
- Development of entrepreneurial leaders
- Effectively engage stakeholders and partners

Creating a Student Enterprise

CE Points 13

Knowledge Transfer offices are increasingly asked to be involved in creating student enterprise programmes, organising events, competitions, co-curricular courses and providing live case studies that can give students experience of commercialising technologies. These programmes can be a distraction, especially as there may not be much IP involved (and even where there is, we may not own it). However, they can also be fun, generate income and enhance our profile within our institution and outside networks. Besides which, we may not have much choice (or want anyone else to do it).

This course brings together those who have 'student enterprise' in their portfolio or would like to have it. We cover fundamentals of co-curricular course design, introduce some common tools, methodologies and frameworks. Amongst other ideas, this course will also take you through the design of events, competitions, challenges, hackathons, their purpose and how they are run and judged.

- Fundamentals of co-curricular course design
- Introduction to common tools, methodologies and frameworks design of events, competitions, challenges and hackathons

- How to can give students experience of commercialising technologies
- Generate income
- Enhance your profile within and outside your institution and networks
- Engage with external experts

Creating Successful Spin-Outs

CE Points 17

This course is for experienced technology transfer managers whose portfolios includes expertise technologies, that may be best commercialised in a spin-out company. We explore what sort of technologies are best commercialised in this way, and the role of TT managers in setting the initial business strategy.

Working with the founding academics to build a well-financed, yet sustainable spin-out company that can act as a great platform for commercialising the technology – as well as providing a financial return to the university.

The course is interactive, you will learn through case studies and role play facilitated by those who have been actively involved in building, financing and managing successful university spin-outs.

- Gain an overview on the process of spinning out a company from a research institution
- Introduction into funding, especially Venture Capital financing
- How to manage conflicts of interest regarding scientists, founders, research institutions and TTOs
- Deepen your knowledge using interactive case studies

- Business plans
- Financing
- Building value
- Due diligence
- Conflicts of interests

"It is always encouraging to see that other TTOs are encountering the same problems than we do!"
Aurore De Boom

Effectivey Navigating Venture Capital

CE Points TBC

This course is designed by an experienced VC fund manager, with decades of experience in knowledge transfer. Our experts shall also guide you through how to avoid early mistakes by paying special attention to the situation that founder institutions often bringing to the table: the IP and know-how opportunity.

This course is for experienced knowledge managers involved in negotiations with founders and venture capital providers. We shall explore the whole negotiation and agreement process from the Letter of Intent (LOI), via the term sheet negotiation to the closing procedure from a VC manager perspective

- Deal Flow
- When and how to approach VC
- Elevator Pitch
- Due Diligence
- Anatomy of a Term Sheet
- Capitalisation Table
- Dilution and its consequences
- Anti-dilution provisions
- Diluted founder

To create win-win situations, knowing the needs of your negotiation partner is key. In this course we offer you the opportunity get first hand information on what VC managers would like to see from founders and the TTO. What are the VC's needs, requirements and where is room to structure a deal? Alongside these insights, the course will offer practical training on finance and direct interaction with VCs.

Financial Tools for KTOs

CE Points 18

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This course is designed to provide a better understanding of business finance in a KTO / TTO context. This course could be defined as “Finance for the Non-Financials in KTO / TTO”. It is a very practical course that will build from limited financial knowledge and will be immediately applicable in your business.

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- Finance Model
- Financial Statements
- Finance Terminology
- Management Accounting

Are you looking to become an effective Licensing Executive or Contracts Manager? This course targets technology transfer professionals in academia and industry with at least two years experience in technology marketing and/or licensing, and will focus on the development of personal skills and insights. Do you need to learn the latest marketing and negotiation techniques to prepare you for licensing technologies to industry or scouting new technologies from academia?

- Understand financial models and financial ratio’s, valuation aspects, project finances, funding sources and subsidies and grants
- Interpret and analyse financial data about your type of business and your (internal and external) customers (researchers, startups, alliance partners, subsidy partners, ...)
- Understand what is driving your executive decisions and link these challenges with your decisions
- Speak the language and terminology of finance and be confident to ask effective questions
- Understand accounting policies, financial statements, pricing structures, funding structures, capital structures, valuation methods, subsidy & grants structures.

Fundamentals of Supporting Consultancy

CE Points 13

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Consultancy is an important mechanism of knowledge transfer which has wide-reaching benefits on society, the economy, researchers, their institutions and external organisations. This course is designed to help participants understand the nature of consultancy in an academic setting.

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By following this course, you shall become aware of different models of support for consultancy, understand the benefits and challenges and how various approaches can impact on policy development and operational set up. In addition, participants will explore business development and marketing strategies to engage internal stakeholders, raise awareness of consultancy support and increase business opportunities as well as discovering tools and techniques to increase efficiency and improve service offerings.

The audience should be, people engaged in commercialisation, Knowledge Transfer, Business Development roles in Commercialisation or other university administrative offices:

- currently not providing any support to researchers carrying out consultancy but wanting to commence
- wishing to start a formalised consultancy support function
- in the early stages of formally supporting consultancy

The course will develop your understanding of how consultancy fits into the wider university context; how to raise its profile as a worthwhile activity for research institutions to support and how it adds value for the institution. You will be guided through how to identify the risks associated with carrying out consultancy, explore tools to assess and mitigate risks and gain an understanding of the importance of consultancy agreements; how to recognise key important terms and negotiate them.

Fundamentals of Technology Transfer

CE Points 17

This course will guide you through the basic processes of technology transfer - from receiving and evaluating an invention disclosure to pitching for investment, and negotiating deals. You will learn from experienced technology transfer professionals and have an opportunity to network with your peers.

Through a mixture of seminar-style presentations, case studies, interactive analyses and discussions, you will learn the fundamental skills of a technology transfer professional. This is a great opportunity to learn in a small collaborative group from experts who have accumulated decades of insights and specialist knowledge. Over three days, you will develop skills and acquire the know-how vital to becoming a succesful technology transfer officer.

This three-day course is for people relatively new to technology and knowledge transfer with less than 2 years' experience. The course is developed for professionals, from both public and private institutions, entrepreneurs and consultants. Designed for those working within a university KTO, linked directly or indirectly to technology transfer activities and wishing to learn more about knowledge and technology transfer. This is a great way to develop a strong foundation of knowledge if you wish to advance your career. Many KTO professionals have benefited from this professional development launch pad.

- Evaluation of exploitation strategy and options
- Patenting: 'what you should know'
- Introduction to licensing
- Basics of spin-off creation and financing
- Collaboration and negotiation strategies

- Increase knowledge on setting up a spin-off company, including the broad financing possibilities
- Tips and tricks on negotiating a successful deal (with a collaboration partner, a spin off or a licensee)
- Gain insights into patenting and patent evaluation, and the licensing process

"This course gives a perfect overview of the challenges you meet as a KTO and also ideas on how to address them in a professional way."
Micheael Jonsson, Technical University of Denmark, Denmark

Knowledge Exchange in Social Sciences, Humanities and Arts

CE Points 12

SSHA knowledge transfer is fundamentally different to more traditional areas of knowledge transfer. Perhaps the most significant differences are: less emphasis, or likelihood, of formal IP (particularly patents); the long-term nature of the relationships; more complex (and often informal) exchange of value and researcher's motivations. This has a profound effect on the nature of knowledge and technology transfer in SSHA and it is these differences that are worth exploring in order to develop SSHA-specific strategies. Knowledge transfer in the SSHA is often seen as 'softer' that in the 'harder' sciences – in this course, we hope to show that the impact can be far more profound and the tactics we use richer, more creative and more challenging.

Frustrated with the STEM and biomedical focus of most knowledge transfer courses? Do you feel the need for different strategies in the relation to Social Sciences, Humanities and Arts? This course is for knowledge transfer officers who have significant interaction with researchers from the SSHA. Participants should have more than one years' experience and already completed the Fundamentals to Technology Transfer course.

- Translating SSHA strengths into useful socio-economic outcomes
- The sources of value inherent in SSHA groups and projects
- The value proposition and revenue models
- How organisations engage with SSHA academics
- Weaving different sources of value
- Strategy and success from the university perspective
- Structuring value to capture fair value

- The main differences between knowledge transfer in SSHA, STEM & Biomedical sectors
- Pathways to impact in SSHA
- To identify the sources of value in SSHA opportunities
- How to identify and triage potential SSHA opportunities
- The nature of IP in SSHA projects
- Some models and mechanisms of engagement with for-profit companies

"The course is very well organised and the panel of speakers clarify the most important aspects to take into account."
Adrián Ibáñez Rodríguez, Knowledge Transfer & Entrepreneurship, Oficina UOC de Suport a la Recerca i la Transferència, Spain

Marketing and Business Development

CE Points 18

Most knowledge transfer courses assume that the partner is already identified and concentrate on the 'technical' aspects of structuring a robust deal. However, the more difficult and time-consuming part of process is finding a partner and generating commitment and enthusiasm to the point where they want to invest in the relationship and do the deal. Using a series of case studies and reflections from experienced practitioners, this course develops frameworks and tools that can be widely used to develop new research and licensing collaborations and structure those relationships in a way that benefits and aligns the motivation of both parties.

This course is designed for those whose job involves finding and 'warming up' potential research partners and licensees; the human elements of negotiating a deal. It largely focuses on the part of the 'process' where, having identified a promising technology or research strength, it is time to find external partners willing to commit resources to take it to market and structure that deal.

- How to re-frame research strengths as commercial propositions
- What constitutes a successful client conversation
- Realising why we so often dislike negotiation and conflict

- Success as a Business Developer in academia
- Developing commercial strategy
- The sales process
- Using your ecosystem and (regional) networks

"Perfect training for a new Business Developer in academic tech transfer."
Cecile Cavalade, Université Libre de Bruxelles, Belgium

Negotiation Skills for KTOs

CE Points 13

This three-day course will gives the participants tools to prepare technology transfer negotiations and improve their skills to make moves both at the negotiation table and outside the negotiation table.

The interactive workshops include two negotiation simulations and various case studies based on the real-life experience of the trainers. The participants will have the opportunity to assess their negotiation style and will receive feedback on how effective they are at the negotiation table.

Knowledge transfer officers and legal advisors in charge of the negotiation of knowledge transfer deals with industry and/or other academic institutes.

This course is designed for professionals having at least two years of experience in knowledge transfer activities. Participants are expected to be familiar with the different types of knowledge transfer agreements and in particular licences and collaborative R&D.

- Win-win negotiations
- The different types of negotiations
- Creating and claiming value in negotiations
- Sharing information
- BATNA
- Efficient frontier
- Power in negotiations
- Negotiation styles
- The impact of time in negotiations
- Shaping perceptions
- Dirty tricks

- Adopt a negotiation approach aiming at achieving win-win deals.
- Be able to balance cooperative and competitive approach at the negotiation table wisely.
- Understand your negotiation style.
- Know the psychological biases that can be used to shape perception.
- Understand and protect yourself from dirty tricks.
- Use and be aware of possible moves outside the negotiation table.

"ASTP courses are a great way to learn about the different aspects of tech transfer. It's amazing what you can learn in only a few days"
Brechtje Vreenegoor, Business Developer at Radboud University Nijmegen, Netherlands

Research and Development Collaborations

CE Points 16

Interactive learning is key to the success of this course presented by leading KT/TTO experts. Much of the learning will be conveyed through case studies, break-out groups and discussions. The results of each group session will be discussed amongst your peers with an analysis of the results provided by the course leaders.

The course leaders aim to create an informal learning environment which helps develop your knowledge and the network.

An appreciation of managing complex negotiations is useful when attending this course as it aims to expand the know-how and expertise necessary for negotiating complex and sometimes troublesome contracts.

This course is designed for anyone wishing to expand their skills and deepen their knowledge of the intricacies of research and development collaborations.

- Stakeholder management
- Creating a win-win situation
- Legal aspects
- Negotiation

- Handling communication between academia and industry within collaborations
- Managing expectations
- Improving your negotiation skills
- Nurturing alliances
- Handling IP within collaborations

‘I learned more in the training course for 3 days than I did the last 3 months at my job. The lectures were informative & interesting.”
Hanna Sonning, Legal Officer, University of Gothenburg, Sweden

Software Specific Challenges in Technology Transfer

CE Points 16

During this three-day course you will dive into the software-specific challenges in technology transfer. Kicking off with an overview of inventions, patents, licenses, and business concepts that are related to software. The challenges of software and which factors to be aware of when considering the basics will also be addressed, in addition to less-familiar forms of IP protection. Other points for discussion are big data, marketing channels, and software-based spin-offs. The course is highly interactive, including exercises and case studies.

The diversity of intellectual property rights is overwhelming for any technology transfer professional. Besides computer-implemented inventions, a technology transfer professional working in the software area has to deal with copyright, open source licenses, end-user licence agreements, and sui generis rights. This course is designed for professionals that have at least 6 months experience in technology transfer and are working with software and computer-implemented inventions.

- Software terminology
- Due diligence in software-implemented inventions
- Alternative IP forms for Software
- Open Source software
- Software-specific terms in license agreements
- Market channels available
- Business models in software
- Software-based spin-offs

- Be acquainted with the different terminology used in software and computer implemented inventions, as well as the implications of software development for due diligence and licensing
- Set a strategy for licensing, taking into account the opportunities and limitations of using open source licenses
- Design business models around software and computer-implemented inventions, and how to scale them
- Identify different market channels available (app, cloud, licensing models, hardware/software bundles), and align their use with a specific business model

“This course has provided invaluable information as our TTO expands to take on software cases.”
Tom Withnell, University of Vienna

Technology Licensing

CE Points 18

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Technology transfer is the business of selling new technologies to companies that can make products or services from them. Our challenge is to identify potential licensees and negotiate a balanced license agreement - which involves a lot more than just agreeing a royalty rate. The process is not inherently complex – but there are many good practices and strategies to learn (and bad ones to avoid).

In this highly interactive course, we will explore the many different facets of the licensing process through case studies, teamwork and workshops. You will learn from experienced practitioners; those who have negotiated many complex license agreements. You will meet both academic and industry counterparts to understand their different perspectives on licensing technologies.

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- Marketing Intellectual Property
- Valuing patents and other IP
- Negotiating a licence
- Post-deal management
- Handling difficult situations

- How to market technologies to attract and secure potential licensees
- How to value Intellectual Property
- including patents to prepare for a negotiation
- What to do when things go wrong
- How to negotiate licences to ensure a win-win situation

“ASTP brought the right structure and terminology into my knowledge on technology licensing”
René Widmer, ETH Transfer, Switzerland

ASTP
A World of Knowledge Transfer

What’s Next?

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