The Little Yellow Handbook

A Researcher’s Guide to Knowledge Transfer in the Agro-Food Sector
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Knowledge Transfer seems to have become one of the buzzwords within today’s research community. Everyone either seems to be doing it, wanting to be doing it, or is supposed to be doing it. Engaging with, and transferring knowledge into industry has made its way to the top of the agenda for many research institutions.

Still, there are barriers and problems preventing individuals from engaging in effective knowledge transfer.

However, it should come as no surprise that collaboration between academia and industry doesn’t come naturally to everyone. Researchers and academics on the one hand, and industry people on the other, are fundamentally different. Each side comes with their own areas of expertise, comfort zones, mindsets, values, aspirations, and last but not least, their own language and jargons.

In order to effectively collaborate with industry, researchers have to learn to speak the same language as industry and gain an understanding for their objectives and priorities.

The Aim of this Handbook

This handbook will take you through the different components of the knowledge transfer process and will have a particular emphasis on helping you to think a little bit more like your industry counterparts and to speak their language.

In order to do so, you will find in this handbook a number of practical checklists and step by step guides to follow, as well as templates which will help you to gather relevant information. The handbook will also try to provide adequate signposting to additional sources of information and support, where appropriate.

Who is this Handbook for?

This handbook was put together with researchers in mind. It will be of most use to those who want to collaborate with industry but have

- little or no experience in engaging in knowledge transfer and are looking for an introductory guide for the main issues
little confidence in talking to business people because of the inherent language barrier and need some tips to overcome this barrier

previous unsuccessful attempts at connecting with industry and would like to pinpoint things which may had gone wrong

Definition of KT

First of all, in order for you to use this handbook on knowledge transfer effectively, we should define the term “knowledge transfer” as well as what is regarded as “knowledge” for the purposes of this handbook.

There is no universally agreed on theory on knowledge and knowledge transfer. Hence, you as may or may not fully agree with our definition of what constitutes knowledge. However, this discussion is a separate one and is outwith the purpose of this handbook.

All in all, there are six types of knowledge transfer which correspond to six distinctive activities:

1) Collaborative Research
2) New Business
3) Licensing
4) Consultancy
5) People
6) Publications and Events

This handbook will be most useful if you are pursuing one of the first three types of knowledge transfer: Collaborative Research, New Business, and Licensing.

According to the Institute of Knowledge Transfer in the UK, knowledge transfer is defined as “the systems and processes by which knowledge, including technology, know-how, expertise and skills, is transferred from one party to another leading to innovative, profitable or economic and social improvement”.

Under this definition, “knowledge” can be both tangible and intangible, covering a variety of different things. For the purpose of this tool, “ideas” will also be considered as a form of transferable knowledge, for example ideas for new technologies/ solutions/ projects.

We understand that knowledge transfer is often used interchangeably with technology transfer. However, while knowledge transfer can take place without the presence of technology, the opposite is impossible. Hence, knowledge transfer should be treated as the umbrella term.

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1 Research Horizons, University of Cambridge
Structure of this Handbook

The handbook is made up of four main parts, each corresponding to one component of the knowledge transfer process:

I. Presenting the Opportunity
This section will help you to present your knowledge using the language of industry, making it more easily understandable to people who may not have a scientific background.

Using the K2I Profile Builder, you will be able to create tailored profiles for your knowledge, proving a snapshot of its most interesting aspects. The handbook will provide step-by-step instructions on filling out the building blocks on which the profiles will be based.

II. Sourcing the funding
With funding being integral to knowledge transfer between research institutions and industry, the handbook will provide an overview of the types of funding which are available as well as appropriate signposting, and practical tips on what to look out for when applying for funding.

III. Developing the Interest
Sometimes it can be difficult to find the right partners. This section will aid you with identifying and contacting potential partners as well as responding to potential interest.

IV. Negotiation and Contract
This section will give you general tips on how to prepare for and to conduct successful negotiations.

Disclaimer

Please note that this document is designed as general information and a guide only. It is intended as a starting point and to pinpoint you into the right direction. It should not be considered as a replacement for professional legal advice.
I. Presenting the Opportunity

The aim of this first part of the handbook is to assist you in improving the way you present your knowledge and what you are proposing. It will help you to address the issues which are of importance to potential investors and collaborative partners, using the language they are familiar with.

This should aid you in selling your idea and generating interest by better communicating the benefits and advantages of your knowledge, and the opportunities arising from these.

Overcoming the language barrier
As mentioned earlier, researchers and industry people are fundamentally different. They each have their own areas of interest and expertise, values, and aspirations. Both have also developed their own languages with expressions and jargons which are not always understood by outsiders.

Therefore, you will have to take into account the differences in priorities and language when approaching industry. What may seem important and straightforward to you, could very well be ambiguous and irrelevant to them.

You would naturally talk to your best friend about different things and in a different manner, than you would with your employer. It is about using the right language with the right person.

In order to get someone interested in what you have to say, you have to talk about something that matters to them and in a language they understand.

Your knowledge at a glance
You may have experienced in the past that it is very difficult to get hold of industry people. They work at a very different pace and for many “time is money” is not just a saying but the stark reality of day-to-day business.

Therefore, they have very little time to dedicate to lengthy proposals.

In order to effectively sell your idea, you will have to be succinct and to the point, providing the right pieces of information at a single glance.
K2I Knowledge Profiles

What are the profiles all about?

The K2I Project has developed the K2I Knowledge Profiles which are designed to help you present your knowledge and proposal in a way which is relevant to industry, potential investors and collaboration partners.

They are very similar to personal profiles on dating sites. You have to describe who you are and what you do. The aim is to make yourself look as attractive as possible, highlighting your best attributes and showing why you are better than others.

A profile will generate interest and, hopefully, lead to a first meeting or date where you can learn more about each other. If you like each other, you may even enter into a partnership.

The K2I Knowledge Profiles are intended to generate this initial interest from potential partners, grabbing their attention and making them wanting to know more about your proposal.

They will help you to get the right information together, in terms of content, language, and format. The idea is that you will be able to use the generated profiles in communication with potential partners by attaching them either to letters in hard copy, or to emails as an electronic copy.

The six different profiles

There are six different profiles to choose from. This stems from the fact that businesses involve many different people in various positions, each with their own individual agendas and priorities.

It is important to cater to all of them because you will need to convince not just one person but everyone involved in the decision-making process that your proposal is of value to them.

While the technical officer may appreciate the technical and scientific aspects of an opportunity, others will be more interested in the market value and costs.
There are also two “Requirement Profiles” which serve as a tool for you to find knowledge you are in need of. For example, you could be missing a specific component for a technology you are developing or need a solution to a problem you have encountered.

<table>
<thead>
<tr>
<th>Profile Name</th>
<th>Description</th>
<th>When to use</th>
</tr>
</thead>
<tbody>
<tr>
<td>01 Short Profile</td>
<td>This profile is the shortest profile containing summaries of all the main aspects.</td>
<td>It should be used during the initial contact, acting as an executive summary of your knowledge. It is also suitable for people who might not be involved with the day-to-day running of the business, such as company board members who are less interested in the details but more in the overall picture.</td>
</tr>
<tr>
<td>02 Long Profile</td>
<td>This is the most comprehensive profile, covering all important aspects in detail.</td>
<td>It is best used after initial contact has been made and mutual trust has been established, in order to provide more detailed information on all aspects. It would be appropriate for micro-enterprises where one person is involved in all aspects of the business.</td>
</tr>
<tr>
<td>03 Market Profile</td>
<td>This profile has a focus on the more commercial aspects.</td>
<td>It is most suitable for those who are less concerned with technical issues, such as chief executives, business development and finance staff.</td>
</tr>
<tr>
<td>04 Technical Profile</td>
<td>This profile is focused on the technical aspects of the proposed opportunity.</td>
<td>It is the most appropriate for the technical staff within a company.</td>
</tr>
</tbody>
</table>
05 Requirement Profile Short

This profile outlines what you are looking for and why you need it.

This profile should be used in the first instance when contacting others for a certain piece of knowledge which you require.

06 Requirement Profile Long

This is the same profile as 05 Requirement Profile Short but in addition contains information on your knowledge.

Once initial contact has been established and more information is required, this profile can be used as it includes further information on your particular knowledge.

The K2I Profile Builder

In order to help you create the profiles and guide you through the process of completing the different fields, we have developed a tool called the K2I Profile Builder.

It will take you step-by-step through the different sections and will automatically generate the K2I Knowledge Profiles once all the fields are completed.

The K2I Profile Builder can be easily downloaded from the K2I website at www.knowledge2innovation.eu.

Building Blocks

The tool is based on a number of building blocks which you have to fill out. The tool then automatically pulls together different building blocks to create the K2I Knowledge Profiles.

<table>
<thead>
<tr>
<th>Building Blocks</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>These blocks are for your contact details.</td>
</tr>
<tr>
<td>B</td>
<td>These are the main building blocks which will be used to present your knowledge.</td>
</tr>
<tr>
<td>C</td>
<td>These are optional building blocks and only have to be completed if you are searching for knowledge to complement yours.</td>
</tr>
</tbody>
</table>
Creating electronic copies of profiles

The K2I Profile Builder is a Microsoft Excel application. In order to create individual electronic copies of the profiles which you can use to attach to emails, the profiles will have to be saved as PDF files.

Microsoft Excel 2007
The K2I Profile Builder has been optimised for Microsoft Excel 2007. To make the most of the available functions, please ensure the following before continuing:

- You have downloaded the “PDF/ XPS add-on” for Microsoft Excel 2007 which is available from the Microsoft website for free [here](http://www.microsoft.com).
- Your Excel sheet is Macros enabled.

![Enable Macros here](image-url)
Once you have completed the above, to save the profiles as PFD documents, please use the buttons on the "Saving profiles as PDF documents" site by clicking the “Save as PDF” tab. These will automatically create and save the different profiles as PDF files in your “My Documents” folder on your computer.

The default file names are Template Profile 01 – 06. To personalise them, you may want to change the document names to suit your needs.

**Older Microsoft Excel versions (97-2003)**
Alternatively, should you have an older version of Microsoft Excel, you will have to download and install a free PDF converter from the internet, such as PrimoPDF which can be found here.

The automatic functions under the “Save as PDF” tab do not apply to older Excel versions.

You will have to save each profile as a PDF file individually. To do this, please follow these steps:

1. Choose the profile you would like to save by clicking on the corresponding tab at bottom of the page (01 Short Profile – 06 Requirement Profile Long).

2. Select *Print*. The PDF converter should appear next to your printer options.

3. Click on your PDF converter and select *OK* as if you were printing the document and follow the instructions.
In case of any problems, please contact the K2I team through the K2I website at www.knowledge2innovation.eu.

Guide to Completing the K2I Profile Builder

This guide will help you to complete the fields in the K2I Profile Builder. It will take you step-by-step through each section of the tool, explaining what kind of information and data you have to provide, giving examples, and also redirect you to relevant sources of information.

General tips

Before you start with filling out the K2I Profile Builder, here are a few tips which will hopefully help you with creating good profiles which will be of value to you as well as the reader.

Keep in mind the reader
You want the reader to be interested in what you have to say. Therefore, stick to the issues which are important to them.

Language
Assume that the reader does not have a science background. Refrain from using jargon and “science talk”. It is not about being patronizing but about using the right language with the right audience.

A good profile will require time and effort
Don’t be too put off by certain data and information required for the profile. A lot of the information you won’t know off the top of your head but needs some sort of desk research.

This will be very much the case when you have to do your market assessment. It will need some effort and time to put together a good profile.

Be cautious – Stay protected!
Please be careful when you haven’t yet protected your knowledge.

In case you have not patented or protected your knowledge in any other form, please choose the profile type and information you provide and publicise, carefully.

This especially applies to the technical description of your knowledge. By divulging specific information on your idea without having appropriately protected it, you are vulnerable to others copying your idea.

For initial contacts with new and unfamiliar parties, always use either the 01 Short Profile or the 05 Requirement Profile Short.

You may always want to consider the use of a non-disclosure/ confidentiality disclosure agreement. For more information on such agreements, please visit the IPR Helpdesk website at http://www.ipr-helpdesk.org/documents/ConfidentialityAgreements_0000000200_00.xml.html#N2024A.
To see a model agreement, you may also visit
Alternative, if available, you may want to contact your institution’s knowledge transfer or
commercialisation office for standard templates which comply with your institution’s policies.

**For your benefit**

It is important that you view all the different exercised you will be undertaking in completing the
K2I Profile Builder not only as something you have to do for others but as something you
yourself will be benefiting from. By researching and looking into the different issues you will get
a better, and possibly a more realistic, understanding of your proposal yourself.

You may already have a particular target market and a main competitor in mind. Completing the
different exercised for the K2I Profile Builder will help you in confirming your assumptions or
may suggest you to make some adjustments in your focus and direction.

**Profile Building Blocks A**

**A 1. Contact Details**

This first section is probably the easiest one, asking you for your contact details.

This information will be automatically added at the end of each of the profiles.

<table>
<thead>
<tr>
<th>Title/ Name/ Surname</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institution</td>
</tr>
<tr>
<td>Department</td>
</tr>
<tr>
<td>Address</td>
</tr>
<tr>
<td>Postcode/ City</td>
</tr>
<tr>
<td>Country</td>
</tr>
<tr>
<td>Phone Number</td>
</tr>
<tr>
<td>eMail</td>
</tr>
<tr>
<td>Website</td>
</tr>
</tbody>
</table>
Profile Building Blocks B

B 1. Description of your knowledge

To start off, you should give a brief description of your knowledge. But be careful, this is not the place for detailed technical descriptions!

Business people aren’t interested in the technical details. They don’t need to know about the science behind why something works. What counts is the benefit to their company. This is where deals often fall apart because researchers fail to convey the business value of their solution.

The business value of a new technology could include for example, the reduction of personnel costs, improved efficiency, increased output, or also enhanced environmental credentials.

What is it? What does it do? What does it mean to the company?

Do
- Use simple, straightforward terms.
- Focus on the benefits.
- Be brief – you have the opportunity to be more detailed later on.

Don’t
- Use “tech” and “science talk”.
- Give a technical/ scientific description.
- Go into too much detail.

B 2. The Problem

You have to show that there is a true problem for which your knowledge provides the solution. Without a problem there is no tangible purpose for your knowledge and, hence, the business might not see the potential opportunity and lose interest.
Is it burning?
It has to be burning. There needs to be an urgency to solve the problem.

Is it real?
It has to be real to the consumer/end-user and backed up by facts.

You have to define the problem and show that it is both real and burning. The problem has to affect the potential consumer/end-user, having a real impact on their lives. There also has to be a sort of urgency to solve the problem. This means that you have to show that it is critical that a solution to the problem is found sooner rather than later.

In order to define the problem and also to back it up with statistics, you will probably have to do some desk research. You will most likely find suitable data in market research reports and publicly available government statistics. You may also want to look through newspapers and trade magazines. Most of these should be accessible online and the internet is a good starting point for this exercise.

Try and find some rock-solid data which will underpin the need for the solution you are proposing. The more real and burning the problem is, the better. You may also want to try find statistics and other data with a “shock-value” which will grab the attention of the reader.

Example

A scientist has developed a novel self-sterilizing coating for surfaces where food is being handled to reduce the possibility of contamination of work surfaces.

THE PROBLEM

The United States counted an estimated 76 million cases of foodborne illnesses between 1996 to 1998, of which 325000 were hospitalized and 5000 had deceased. This constitutes to 1.7 deaths per 100000 inhabitants and costing the US economy USD 35 billion in medical costs and lost productivity.

Salmonella alone accounts for 1.4 million cases each year, which is about 2 every minute, costing the US economy an estimated USD 2.8 billion annually.

Many of these foodborne illnesses can be traced back to contamination of surfaces where food had been prepared.
B 3. The Innovative Aspects

In the previous section you have described your knowledge and the problem to which it provides the solution. However, there is nothing that says that your knowledge is either novel, or unique. The aim of the following exercise is to show that your solution is new, innovative, and better than current solutions.

B 3.1 The current state-of-the-art

You have to explain how the problem described before is currently being solved. You will probably have to do some research again. It is important that you think outside the box here to provide a complete and accurate picture of the current state-of-the-art.

How is the problem currently being solved?

Think about all the different ways the problem is currently being solved. Some may be less straightforward than others. At the same time, there may be very low-tech solutions which are often overlooked.

Current solutions

- The currently most effective solutions
- Solutions which are deemed as ineffective
- Solutions which only partly solve the problem
- Low-tech solutions

Example

Low-tech solution to self-sterilizing coating of surfaces

Simple practices, such as good hygiene, can be regarded as a low-tech solution to the problem of contamination of working surfaces where food is being prepared. This would include the washing of hands and procedures for ensuring the cleanliness of workstations.
B 3.2 The advances of your knowledge to current solutions

What does it do better than current solutions?

Putting your solution in direct comparison with the current solutions mentioned above, explain the advances of your proposed solution and knowledge.

Try not to get into too much technical detail but clearly explain what your solution does better than what is currently available. Is it faster, quieter, stronger, more environmentally friendly, ....than current solutions?

B 3.3 The benefits and advantages of your knowledge to the target market/ end user

What do the advances of your knowledge mean to the target market/ end-user? What are the real world benefits? You will have to translate the advances of your knowledge into real, tangible benefits and advantages.

Do the advances of your knowledge, for example, result in the following benefits and advantages: cut costs, improved efficiency, increased output, improved quality, improved safety, expanded product portfolio or improved green credentials?

Example

The real-world benefits of a self-sterilizing surface coating

- Improving sterilisation of surfaces where food is being prepared
- Limiting risk of infections due to contamination of surfaces where food is prepared
- Minimizing costs associated with infections due to contamination, including medical costs, lost productivity, and potential lawsuits from customers
- Reducing time and costs associated with cleaning procedures and products, improving the profit margin
- Decreasing need for strong cleaning products and so improving the impact on the environment and so supporting the green image of the company
B 3.4 Summary of Innovative Aspects

Summary

Summarize the main points from this section, including the current state, and the advances and advantages of your knowledge. This will allow for the creation of the shorter profiles.

B 4. Application Domains

To give the reader an idea of where your technology knowledge has an application, this function will help you to easily pick the different relevant domains.

First, choose the appropriate sector relevant to you (B 4.1 Sector). Depending on the sector chosen, you will then be able to pick more specific sub-sectors (B4.2 Sub-sector).

Please note, only the sub-sector will appear in the profiles. Should there be no appropriate sub-sector given, please use the comments box to specify the sub-sector.

Please find a list of all the sectors and sub-sectors in the Annex of the handbook on page 48.

You may also use the comments box to provide information on other application domains outwith the given sectors (B 4 4 Comments on application domains). A wider range of applications will make your knowledge more desirable.

B 5. Development and IP Status

The aim of this section is to give the reader an idea of how far along you are in the development of your solution and an indication of the steps and time still needed to reach a final product ready for market launch.

Furthermore, you will be able to provide some information on the Intellectual Property Status of your knowledge. Have you already or are you intending to apply for a patent or maybe you prefer to keep it a secret know-how?
B 5.1 Development Stage

You can choose from these six options to indicate your stage of development:

- Idea/Concept
- Proof of Concept
- Testing Prototype
- Laboratory tested (Alpha Testing)
- Field tested (Beta Testing)
- Pre-Production Prototype

B 5.2 Distance to Market

**Steps**

Indicate the steps needed, such as further research and testing

**How far away are you from an end product?**

**Timescale**

Give an estimated timescale

Think about the steps and activities still required to move your solution up to a point where you have a final end product which is ready for market launch. Do some components still have to be developed? Does it require further research into a specific area? Do you still have to undertake field testing?

Once you have identified the different steps, try to provide an estimated timescale needed to complete all these steps. Please note that the timescale does not have to be too precise and detailed. It only has to be a rough estimate in order to give the reader an idea of the required timeframe they would have to commit to.
B 5.3 Intellectual Property (IP) Status

Here you can indicate the IP status of your knowledge. You may choose from these five options:

- Patent granted
- Patent pending
- Copyright protected
- Secret Know-how
- Other (please specify)

You can use the “Additional information” box (B5.4 Additional Information on IP status) to provide further details:

- You may provide further information, such as countries in which the patent has been granted in/applied for, and the reference number.

- In case your knowledge is protected by other means, please choose “Other” and specify how it is protected, for example a registered design, design rights, trade marks, plant breeders rights, etc.

If you haven’t protected your idea yet, you may want to consider doing so where possible before continuing with engaging with other parties and sharing your knowledge.

Wanting to engage in Knowledge Transfer and collaboration with industry does not mean that you can’t protect yourself and your knowledge. You do not want to end up in a situation where somebody else is copying your idea or technology and profiting from doing this without any legal implications to them!

Be careful with what you share and who you share it with!
For further information on Intellectual Property and how to protect your knowledge, please consult the following sources

<table>
<thead>
<tr>
<th>Resources</th>
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<tbody>
<tr>
<td><strong>Global</strong></td>
<td></td>
<td></td>
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<tr>
<td>World Intellectual Property Organization</td>
<td><a href="http://www.wipo.int">www.wipo.int</a></td>
<td></td>
</tr>
<tr>
<td>European Patent Office</td>
<td><a href="http://www.epo.org">www.epo.org</a></td>
<td></td>
</tr>
<tr>
<td>OHIM – The Trademarks and Designs Registration Office of the European Union</td>
<td>oami.europa.eu</td>
<td></td>
</tr>
<tr>
<td>IPR-Helpdesk – Specific support for IP issues in EU-funded projects</td>
<td><a href="http://www.ipr-helpdesk.org">www.ipr-helpdesk.org</a></td>
<td></td>
</tr>
<tr>
<td>InnovAccess – General information on IPR issues in the EU</td>
<td><a href="http://www.innovaccess.eu">www.innovaccess.eu</a></td>
<td></td>
</tr>
<tr>
<td><strong>European</strong></td>
<td></td>
<td></td>
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<tr>
<td>France</td>
<td>Institut National de la Propriété Industrielle</td>
<td><a href="http://www.inpi.fr">www.inpi.fr</a></td>
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<tr>
<td>Greece</td>
<td>Industrial Property Organisation</td>
<td><a href="http://www.obi.gr">www.obi.gr</a></td>
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<tr>
<td>Germany</td>
<td>Deutsches Patent- und Markenamt</td>
<td><a href="http://www.dpma.de">www.dpma.de</a></td>
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<tr>
<td>Hungary</td>
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<td><a href="http://www.hpo.hu">www.hpo.hu</a></td>
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<tr>
<td>Italy</td>
<td>General Directorate for combating counterfeiting</td>
<td><a href="http://www.uibm.eu">www.uibm.eu</a></td>
</tr>
<tr>
<td>Spain</td>
<td>Oficina Española de Patentes y Marcas</td>
<td><a href="http://www.oepm.es">www.oepm.es</a></td>
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<tr>
<td>UK</td>
<td>Intellectual Property Office</td>
<td><a href="http://www.ipo.gov.uk">www.ipo.gov.uk</a></td>
</tr>
<tr>
<td>USA</td>
<td>United Stated Patent and Trademark Office</td>
<td><a href="http://www.uspto.gov">www.uspto.gov</a></td>
</tr>
</tbody>
</table>
B 6. The Technical Aspects

Even though the aim so far has always been to keep focus on the customer benefit and not to talk to much about the science being your solution, you should be prepared for the instance where you are actually in contact with a more technically savvy person who is actually interested in the scientific aspects and also appreciates it.

However, do bear in mind your IP status and whether you have made steps to protect your IP. You do not want to disclose any confidential or critical information here!

Also, try to be brief. Remember, this is the first contact and there is plenty of opportunity to provide more detailed information on the technical aspects later on when needed.

B 6.1 Technical Description

With the above in mind, you have the opportunity here to describe how your solution works or how it should theoretically work if you are still in the early stages of development.

**How does it work?**

**Science/ Theory**

What is the science and theory behind it?

**Environmental Constraints**

Are there any environmental constraints? For example, it could only work under water or only below a certain temperature.

**External Dependencies**

Are there any external dependencies or system requirements? For example, does it depend on another technology in order to work?

B 6.2 Summary of Technical Description

**Summary**

Please provide a very concise summary of the technical aspects covering the main ideas.
This section will help you identifying and defining you target market as well as competitors, as well as providing an estimate on the potential demand. The aim is to demonstrate that there is a market for your knowledge or technology, that people need it, want it, can afford it, and are willing to pay for it.

You may find this section the most difficult to complete and it may very well be outwith your comfort zone. You will have to do some research in order to complete this section but tools and tips provided should give you the help you need.

B 7.1 Target Market

First of all, you will have to define your target market. Who is it exactly, you believe will be interested in your solution, who do you see are your customer?

You have already indicated your application domains earlier on. You can use this as a starting point but you will have to be more elaborate. Defining your target market as “the food processing sector” is too vague. You have to be more specific and elaborate in defining your target market. Imagine that you have to build up a precise profile of them.

If your target market is made up of organisations, you may want to answer the following questions: What type of organisations they are? What do they do? Where are they based? How big are they? Are they public or private?

If your target market is made up of individuals, you may want to think about these questions: Are they males of females? What age range are they? Where do they live? What do they do for a living? What kind of lifestyle do they live?

These suggested questions are not exhaustive but give an idea on what you should think about.
Having defined the target market, you will need to determine the size and value of this market using statistical data. You may also want to research growth forecasts for this market as there may be a trend towards growth in the market.

Demonstrating that the chosen target market is of a size and value worth pursuing is crucial in selling your idea.

You will be able to get this kind of information from a variety of sources. A web search on Google may be a good starting point. You are most likely to find the data you require in market research reports and official statistics provided by national statistics offices. You may also want to consult relevant trade journals and newspaper articles.

Please find suggested resources at the end of this section on page 27.

It is important to get a better insight into the motivations and ambitions of your target group.

You have to explain why they have a need for your solution. Are they suffering from the problem you described earlier? To what extend are they suffering from this problem? Can they live with it or is it vital for them to find a solution to the problem? Do they want a solution which just solves the problem or are there other motivations as well which specifically require your solution?

Also, don’t forget to think about whether your target market can actually afford your solution, as well as being willing to pay for it.

They may really need your solution, but if they can’t afford it, then nobody is going to buy it. It is crucial to determine and prove that your target market is able as well as willing to pay for your solution. It may help to think about how the problem is currently being solved and how much people are willing to spend on alternative solutions.
All this will help you in not only providing a better understanding of your target market but also in justifying your choice and shows that you did not just make it up but that there is a true need for your solution.

As always, you may want to consult different sources of information on this. A list of suggested sources can be found at the end of this section.

Example

The potential target market for the self-sterilizing surface coating

WHO?

The main markets for such a coating are places where large amounts of foods and beverage are handled and where food safety is of highest concern. These include food processing plants, food service outlets, as well as food retail stores.

Bearing in mind the potential costs involved in adopting the coating, the primary customers are most likely medium-sized to large organisations which may have several sites, as well as food handling areas of greater sizes. Based on the initial research done, the researcher has decided that the ideal market in a first instance would have to be the United States, with the US Farm Belt in the Midwest and the importance of food service sector which has doubled in value in the 15 years up to 2007.

HOW BIG?

Market research reports suggest that the market for industrial and institutional cleaning chemicals in the US is worth USD 8.6 billion, with growth forecasts of 3.4% annually until 2012. Cleaning products for the Food services industry alone is worth about USD 1.9 billion.

These statistics are crucial in providing an indication of the size of the market as the coating will very much compete with these traditional cleaning solutions.
WHAT DO THEY WANT AND WHY DO THEY WANT IT?

The food processing industry is also seeing two very significant trends.

Increased concerns over food safety, heightened by the increase in illnesses attributed to fresh produce and recurrent problems with E.coli, are increasing the demand for disinfectants and sanitizers which are forecasted to see the most rapid growth, well above average. The coating is in direct competition with these and could benefit a lot from this trend.

There are also concerns over the environment and workplace safety due to the use of chlorine and alkalies in conventional cleaning solutions. These concerns, together with new regulations, are calling for greener, more environmentally products.

Resources

These websites are a good starting point and may help you in obtaining statistics which will help you in defining and justifying your target market.

<table>
<thead>
<tr>
<th>International Statistics</th>
<th>National Statistics Offices</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eurostat</td>
<td>France</td>
</tr>
</tbody>
</table>
Who are your competitors?

The aim of this section is to help you identify your main competitors. Most are fairly straightforward. However, there are some which may not be as easy to spot but must not be underestimated and ignored.

First of all, “There is no competition” or “Nobody does what we do” is not an option. No matter how revolutionary your solution or idea might be, there is always an alternative, even if it may seem a bit trivial at first.

This exercise is similar to, and builds upon the previous section on the current state-of-the-art which should therefore provide you with a good starting point.

Competitors come in many forms and shapes and it could be dangerous to miss out someone. All in all, there are three main categories of competitors. The grid below will help you to think about and identify the different competitors you may have.

### 3 Types of Competitors

- Direct
- Indirect
- Out of Category

---

### National

<table>
<thead>
<tr>
<th>Country</th>
<th>Organization</th>
<th>Website</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spain</td>
<td>National Statistics Institute (Instituto Nacional de Estadística)</td>
<td><a href="http://www.ine.es">www.ine.es</a></td>
</tr>
<tr>
<td>UK</td>
<td>Office for National Statistics</td>
<td><a href="http://www.statistics.gov.uk">www.statistics.gov.uk</a></td>
</tr>
</tbody>
</table>

### Market Research Organisations

- Mintel | academic.mintel.com |
- Datamonitor | www.datamonitor.com |
- Market Resarch | www.academic.marketrearch.com |
Direct competitors are those who offer a solution similar to yours and are addressing the same problem as you.

Indirect competitors are those who solve the same problem as you but do this in a completely different way and those who do something similar to you but are addressing a different problem.

Out of Category
These are not obvious competitors and can’t be put in either of the other two categories. They are usually solutions which are intended to address a completely different problem but have the potential to have an impact on your market.

Think of the following
- When is it used?
- Where is it used?
- How is it used?

When undertaking this exercise, you should always think about when, where and how the product would be used. This should help you in identifying the different competitors in the three categories.

The main aim of this exercise is to show that you have an understanding of the competition landscape and that you are aware of the potential competitors in the market.
A scientist has developed a formula for a new zero calorie energy drink, using new innovative all natural ingredients, which deliver the same effects as traditional caffeine and sugar-based energy drinks. It has been designed with the healthier consumer in mind.

**Example**

<table>
<thead>
<tr>
<th>Similar Solution</th>
<th>Different Solution</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Direct</strong></td>
<td><strong>Indirect</strong></td>
</tr>
<tr>
<td>Traditional Energy Drinks (Red Bull, Monster, Burn, Shark)</td>
<td>Coffee, Energy Supplements (Tablets), Energy Bars</td>
</tr>
<tr>
<td><strong>Indirect</strong></td>
<td></td>
</tr>
<tr>
<td>Isotonic/ Electrolyte Energy Drinks (Lucozade, Gatorade, Powerade)</td>
<td>Out of Category Alcopops, Soft Drinks, Chocolate</td>
</tr>
</tbody>
</table>

**Direct**
The most obvious competitors for a new energy drink are the ones already on the market. The primary purpose of energy drinks is to energize the consumer, keep them awake and alert.

**Indirect**
This can also be achieved by drinking coffee or by taking energy supplements, which usually come in tablet form, or also by consuming an energy bar, which are similar to cereal bars. Hence, even though these are completely different solutions, they can be regarded as indirect competitors as they can solve the same problem as energy drinks.
Out of Category

Another indirect competitor would be isotonic/ electrolyte drinks which are very similar to energy drinks in terms of overall product and the fact that both have an energizing quality. However, traditional energy drinks are aimed more at providing energy to the recreational consumer, for example in a bar or club setting, as well as professionals with a busy lifestyle, such as businessmen and women working long hours. Isotonic/ electrolyte drinks, on the other hand, are designed to rehydrate and give energy to sportsmen and women. Therefore, even though very similar products, they are solutions to two very different problems.

The Out of Category competitors are a bit trickier. Alocopops and soft drinks are very different products to energy drinks in terms of ingredients and are not designed to provide the consumer with energy. However, they are valid alternatives to energy drinks in a recreational setting, such as a night club. Hence, they can be regarded as Out of Category competitors.

Another Out of Category competitor could be Chocolate. It is a completely different solution to a completely different problem. Chocolate is more of a treat, to indulge one’s sweet tooth. However, even though it is not usually marketed and sold with providing energy in mind, it is well known to have such qualities and people do choose chocolate to lift them up if they feel like they are lacking energy.

Who is your main competition?

Having generated an exhaustive list of potential competitors in the previous exercise, it would be of benefit for you to determine who you regard as your main competition and also justify your choice.

Bear in mind that your main competition does not have to be limited to Direct Competitors. Indirect Competitors may very well be more important than you think.

Hopefully, the previous exercise has helped you to identify potential competitors you may not have thought of previously.
B 7.3 Compatibility and required investments

What are the costs involved in adopting your solution?

In this section you should think about the investments the end-user may have to make in order to adopt and use your solution. Below are some suggestions but depending on the nature of your solution there may be other costs involved as well.

**Equipment/ Systems**

Does your solution require the end-user to replace or upgrade their current equipment/ systems? Or is it compatible and easily integrated with current equipment/ systems?

**Training**

Does the end-user require training in order to be able to use your solution?

**Regulatory/ Certifications**

Will your end-user require new certifications to adopt your solution?

**Staff**

Does your solution require the employment of new staff with a particular technical know-how?

B 7.4 Summary of Market Aspects

As for previous sections, please provide a summary of the highlights of this section on Market Aspects.

B 8. The People

Who are you?

In this section you will have the chance to “sell” yourself or your team. The aim is for you to demonstrate that you are worth working with regardless of your knowledge or technology you are proposing.
You should introduce yourself or your team, providing information on your field of expertise and also what you have achieved so far. What are your strengths? Why are you the best in your field and why should someone work with you? If possible, provide examples of previous collaborations with industry of yourself or someone in your team.

You should also give some indication on your motivation for wanting to collaborate with industry. This will help the reader understand why you are seeking to work with industry.

Keep it relevant. Please bear in mind who the reader is. Therefore, do not provide a list of all your publications. Even though this may be how you are evaluated by your peers, this is not the right place for it!

B 9. Abstract

Now that you have done all the work, you have summarized the main points for the abstract.

Try not to focus too much on the technical aspects but more on the benefits and advantages of your proposed solution and the opportunities arising from them.

The abstract should cover the following:

The Abstract should cover the following

- What is it and what does it do?
- What is the problem?
- Why is it innovative and what are the benefits?
- What is the business value?
- What are your/ your team’s strengths?
B 10. Profile Title

Last but not least, you should come up with a title which is clear and meaningful to someone who is not an expert in your field.

It should clearly convey what the proposed solution does and what the benefits are to the business and the end-user. Again, do not focus on the technical aspects and the science behind it!

Profile Building Blocks C

These building blocks only need to be completed if you are looking for knowledge.

You may, for example, have developed a solution which is still missing a key component or you may require someone with particular know-how in a specific field to aid you with the development of your solution.

The information provided in Building Blocks C can have a slightly different focus as previously with Building Blocks B. While you were told to keep the technical focus to a minimum for Building Blocks B, this is not the case here.

The information you provide and the focus you chose depends very much on the knowledge you are looking for. If it is something very specific and you know exactly what it is you need, you may want to go into more detail in regard to the technical issues.

At the same time, you may have a problem but don’t know how to solve it. All you know is what the solution should be doing. In this case, you may want to focus more on the qualities, benefits and advantages of the potential solution.
C 1. The Required Knowledge

C 1.1 Description of the required knowledge

What are you looking for?
Provide a clear description of the solution you require.
If you know exactly what it is you are looking for, you can give a precise and more technical description of it.
If you have a problem but don’t know how to actually solve it, describe what the solution should be doing.

C 1.2 The need for the required knowledge

Why do you need it?
Describe your problem or the void you need to fill and explain why you require external knowledge.

C 2. Application Domains

Choose the application domain for the required knowledge. Choose the appropriate sector first and then the sub-sector. Please note, only the sub-sector will appear in the profiles. Should there be no appropriate sub-sector given, please use the comments box to specify the sub-sector.

Please find a list of all the Sectors in the Annex of the handbook on page 48.
C 3. Development Stage of required knowledge

You can choose from these seven options to indicate your stage of development:

- Idea/ Concept
- Proof of Concept
- Testing Prototype
- Laboratory tested (Alpha Testing)
- Field tested (Beta Testing)
- Pre-Production Prototype
- Any stage

C 4. Abstract

Here, you should provide a short summary of all the aspects regarding the knowledge you are looking for.

The Abstract should cover the following:

- What is it and what should it do?
- Why do you need it?
- Who are you and what is your expertise?

C 5. Profile Title

The title should be clear and meaningful to someone who is not an expert in your field.
II. Sourcing the Funding

Funding plays a major part in the effective and successful transfer of knowledge between academia and industry. This is increasingly recognized by public authorities across Europe, with numbers for knowledge transfer funding programmes on the rise.

Types of Funding

There are a variety of grants for the different kinds of knowledge transfer. Depending on what you are proposing to do, grants are available on regional and up to European level. Even though specifics of different funding programmes will vary between member states and regions, the most important and interesting to you are grants for collaborative research projects and projects which will help you to take your idea to market.

For a complete list of potential funding opportunities, please visit the K2I website at www.knowledge2innovation.eu.

Collaborative Research

The aim of such funds is to encourage academia and industry to jointly engage in R&D projects. Funding for collaborative projects are available on regional and national level, depending on your country.

However, the most important funding programme for collaborative research is most probably the European Commission’s 7th Framework Programme (FP7), which has a specific theme dedicated to “Food, Agriculture and Fisheries, and Biotechnology”. FP7 fosters transnational collaboration with specific requirements such as a minimum participation of three legal entities from three different countries.

For more information on FP7, please visit http://cordis.europa.eu/fp7/home_en.html.

Alternatively, you may contact your FP7 National Contact Point (NCP). You can search for your local NCP at http://cordis.europa.eu/fp7/ncp_en.html. For your NCP for the “Food, Agriculture and Fisheries, and Biotechnology” Theme, please choose as NCP Function “BIO (KBBE)”.

For a full list of regional, national and European funds for collaborative research projects, please visit the K2I website.
Going to Market – Start-ups/ Licensing

Going back to the introduction to this handbook, the European Paradox was mentioned, describing the situation of Europe being better at science than reaping the economic benefits of research. In other words, a lot of research is being done. However, only a fraction of research results make it to a stage of a commercially viable product, leading to Europe being seen as a leader in underexploited knowledge.

The main problem is that of adequate funding for taking an idea out of the laboratories and into the real world as commercialisation activities are often beyond the scope of academic R&D funding and too early and high risk for private funding.

Therefore, many regional development agencies and other public authorities have launched funding programmes and support mechanisms to encourage researchers to commercialise their ideas and research results, closing the funding gap.

These grants will allow you to work with industry and access necessary business expertise in order to reach a stage where you have a finished pre-production prototype, completed a market assessment and trial, as well as have resolved necessary IP issues, and a business plan in place.

The idea is that at this stage your idea is attractive enough and less of a risk to private investors. Therefore, once you have reached this stage, this will allow you to raise private funds from investors such as business angels, banks and venture capitalists, in order to engage in the last step of launching the product in the market, either through establishing a start-up company or through engaging in licensing agreements.

Funding programmes to help you with taking your idea to market include proof of concept funding programmes as well as commercialization programmes. For a list of these funds in your country, please see the fundmap on the K2I website.

For more on “proof of concept”, please see the proof of concept training materials which is also available on the K2I website.

Where to Look for Funding Opportunities?

The funding schemes available vary from country to country, each with their own terms and conditions. Information on funding schemes should be available from public agencies such as

- Regional and economic development agencies
- Local councils/ governments
- Knowledge transfer professionals

Furthermore, depending on your institution, you may have access to a knowledge transfer or commercialisation office within your university or institute.
Applying for Funding

Applying for funding can be a stressful undertaking and depending on the scheme can sometimes require less and sometimes more time and effort. Application forms and procedures will vary but below are some tips and points to think about which should have universal application and help you with the majority of the schemes.

Before you start your application

- Be clear about why you are looking for funding.
- Choose the right funding for your project. Do not shoe horn your project into an unsuitable fund!
- Make sure that you are indeed eligible for the funding you are applying for.
- Always read the guidelines thoroughly to ensure that you don't miss out anything. The slightest administrative error could mean that your application does not get approved regardless of its quality.

Writing a winning application

To increase the chances of your application being a successful one, you will have to ensure the following:

- Your application will have to meet the awarding body's criteria and address their objectives and priorities. Do your research and ensure that you understand their specific priorities.
- You will have to demonstrate that there is a real need for what you are proposing.
- The application will have to show how the project would effect and benefit the community, the environment and the economy.
- Make sure that you describe how you will monitor and evaluate the project and its success, such as determining specific milestones.

Get help!

- Speak to someone at the awarding body to discuss your application before submitting as they may advise you on specific elements of the application.
- Ask someone to read over your completed application before you submit it, preferably someone external, unconnected to your project or department.
The M5 Checklist

This handy checklist will help you with ensuring that you have addressed all the necessary issues. Before submitting your application, please make sure that you have answered all these questions:

**Mechanics**
- What?
- Where?
- When?
- Aims and Objectives?

**Market**
- Why?
- For whom?
- Scale of demand and support?

**Money**
- How much will it cost to set up and run?
- How much money will be raised locally?
- From whom do you expect to get the other funding?
- What assumptions have you made in the calculations?

**Management**
- Who will manage the project?
- What track record do they have?

**Monitoring**
- How will you measure the project’s success?
- What targets will you set?
III. Developing the Interest

Before Approaching Potential Partners

Before approaching any potential industry partners, you should ask yourself the following

- Is a partnership appropriate?
- Would it be compatible with the mission of your institution?
- Would it help meet your institution’s objectives?
- Would a partnership have any other effect, such as on your institution’s status or other existing partnerships?

Identifying Potential Partners

Finding the right partner might be the most important task. It has to be someone you are comfortable working with and obviously, someone you have to be able to trust. It is no surprise that research has shown that the majority of collaborations can be traced back to personal contacts\(^2\), followed by recommendations by peers and the use of intermediaries.

Personal Contacts

The best people to approach first are people you may have worked with or have come across in the past. You may also want to consult your peers and see if they have worked with particular companies before.

Intermediaries

The use of intermediaries can be very helpful too. There are a number of knowledge transfer networks and professionals which may be able to help you. On a European level, the Enterprise Europe Network may be able to assist you in finding a suitable partner. For your local Enterprise Europe Network office, please visit [http://www.enterprise-europe-network.ec.europa.eu/info/network_en.htm](http://www.enterprise-europe-network.ec.europa.eu/info/network_en.htm).

However, there are also other local knowledge transfer networks. An internet search may help you in finding these.

\(^2\) K2I Survey
Publications and events
If you do not want to go through an intermediary, or if there is no appropriate network in your area, there are several other ways to find potential partners. Publications and events such as conferences, seminars, and workshops devoted to specific topics are a good way to identify people who are involved in areas of interest to you. These can usually be accessed through trade associations, professional institutions and societies.

Past knowledge transfer projects
It may also be of benefit to contact people and companies which have been engaged in knowledge transfer projects before. To find these, you should try and obtain reports or lists of past knowledge transfer projects in your area of interest.

Online partnering sites
Online partner search sites can also be very effective in identifying potential partners. However, you may want to be more cautious about who you engage with. You should research the companies before responding to them.

Contacting Potential Partners
Once you have done your research and have found a suitable company, you should identify who the best person is to contact and obtain their direct contact details. Sometimes such information can be found on the company website. However, it is more likely that this is not the case. The easiest way to get such information is to give the company a quick phone call. You should avoid sending an email to generic addresses such as info@abc.com or office@abc.com.

Once you have sent the initial introductory email, you should follow up with a phone call to ensure that the email was indeed received and read. It also gives you the opportunity to introduce yourself in a more personal manner.

Remember not to disclose any confidential information in your initial communication. During the initial phase, you should use the 01 Short Profile.
Responding to Potential Partners

If you have decided to use the services of intermediaries or partner search websites and are being contacted by an organisation you are not familiar with, you should gather more information on them before proceeding with further talks.

Request more information from the company
You may use the “Expression of Interest template” which can be downloaded from the K2I website. This template should help you with collecting the following information:

- company details
- details of contact person
- what they do
- why they are interested in your knowledge
- what they can offer

A copy this template can be found on page 52 of this handbook. You can download the original from the K2I Website.

Research the company
Don’t just rely on the information you get from the company. Do your own research as well. Have a look at their website and, more importantly, also do a general web search. This may provide you with valuable external and objective information not available on their website.

Beware of disclosing confidential information
Again, you do not want to give away any confidential information. Before proceeding with more in-depth talks, you may want to consider the use of non-disclosure/ confidentiality disclosure agreements.

For more information on such agreements, please visit the IPR Helpdesk website at http://www.ipr-helpdesk.org/documents/ConfidentialityAgreements_0000000200_00.xml.html#N2024A.

To see a model agreement, you may also visit http://www.ipr-helpdesk.org/documents/ES_confidentialityAgreement_0000006216_00.xml.html.

Alternative, if available, you may want to contact your institution’s knowledge transfer or commercialisation office for standard templates which comply with your institution’s policies.
The Aim of Negotiation

Depending on the type of knowledge transfer you have chosen, the negotiation phase may be a more time consuming and challenging process or a shorter, more straightforward exercise. It is certainly most critical when you have decided to follow the licensing, collaborative research, or new business routes.

Negotiation is a tool for reaching an agreement. It requires certain skills. You need to know what it is that you want but you also have to be flexible.

Very often negotiation is associated with confrontation and aggressiveness. However, your prospective partner is not your rival and not your opponent. You are not fighting each other but have a common challenge, which is to find a good balance of value to reach a win-win situation.

Successful negotiation should accomplish three results:

- A mutually satisfactory structure for the collaboration
- An agreement on the text and scope of the terms and conditions to govern the implementation of the collaboration
- A long-term relationship which is mutually beneficial
General Tips

Protect your IP
Before you proceed with any talks you may want to make sure that you have appropriately protected your intellectual property. At the most basic level this means creating a detailed record with witnessed notes documenting each material facet in the development of your concept or invention. For more information on IP protection you may visit the European Patent Office at www.epo.org, or the World Intellectual Property Organization at www.wipo.int. For IP issues related to EC-funded projects, most likely collaborative research projects, you may contact the IPR-Helpdesk at www.ipr-helpdesk.org. Alternatively, please visit your national IP office.

Use a non-disclosure/ confidentiality agreement
You may want to make use of a nondisclosure agreement. This should enable you to discuss your knowledge in more detail without fear of disclosure to third parties. Equally, this may put the other party more at ease discussing their potential issues and knowledge.

For more information on such agreements, please visit the IPR Helpdesk website at http://www.ipr-helpdesk.org/documents/confidentialityagreements_000000200_00.xml.html#N2024A.

To see a model agreement, you may also visit http://www.ipr-helpdesk.org/documents/ES_confidentialityAgreement_0000006216_00.xml.html.

Alternatively, if available, you may want to contact your institution’s knowledge transfer or commercialisation office for standard templates which comply with your institution’s policies.

Control the amount of disclosure
Despite protection and the use of nondisclosure agreements, you may still want to consciously control the amount of information you disclose to the other party. Only share the information required to whet the other party’s appetite in the early stages. Don’t give away too much until you are comfortable that a trusting relationship has been developed.

Keep complete notes and detailed chronology of discussions
During the negotiations, keep a clear record of all the disclosures made, when and to whom. This will help you with controlling disclosures.

Preparation – Key to Success
In order to gain the most from a partnership, each partner must try to gain an understanding of the other’s needs, motivation, and culture. However, it is also important for you to understand your needs first before engaging in a potential partnership.
In order to ensure successful negotiation, preparation is essential. Depending on the type of knowledge transfer you may want to think about the following:

Your objectives
Define your objectives and make sure you know exactly what you want to achieve from the negotiation.

Your position
You should be clear about your position on key terms.

- What you would like to achieve? - your most favoured position
- What you intend to achieve? - your realistic settlement point
- What you must achieve? - your limit

This will allow you to identify your scope for negotiation.

The other party’s objectives and position
The importance of learning all you can about the other party can’t be overstated. You may be able to request information from them but you should also do your own research and consult other sources of information.

You should have a clear understanding about why the other party wants to collaborate with you. What is in it for them? Background information on them may give you a good idea of their objectives, priorities and concerns. This will help you in addressing their concerns early on in the process, facilitating and improving the chances of successful collaboration.

An understanding of their motivation may also help you identify the leverage you have that will make it more likely that the other party will agree to your terms.

The desired outcome
You should define the desired outcomes of the partnership. These may take the form of results such as deeper knowledge, greater understanding, a product, a process, data, new materials, a discovery, etc, and/or associated benefits.

The resources
You need to define what resources will be required for the collaboration and to successfully complete it. Such resources would include financial, human (labour and time), physical (e.g. space, equipment), intellectual (e.g. IP, know-how) resources.

What will happen with the results?
You need to define what will happen with the results, should there be any.

- How will the results be formally identified?
- Will they be commercially protected, and who will be responsible for this?
- Will they be commercially exploited, and how will any benefits be shared?
- Will they be published, when, where, and by whom
The alternatives
Think about the alternatives. Are there any other companies you could potentially work with? Could you negotiate with both companies simultaneously?

Conducting the Negotiation

Preliminary Meeting
It is always useful to start with a preliminary meeting. Such a meeting will enable you to introduce the other party to your objectives and likely position on key terms. This is also where you may present and sign the nondisclosure agreements. You may also discuss technicalities such as negotiation schedules and deadlines.

Use of terms sheets
The use of term sheets may help you with the negotiation process. A term sheet is a list of key terms with a tentative statement on your position written under each key term. It clarifies issues, clears positions, and ensures consistency on your position.

It will help you sort through the many issues and make sure that you don’t miss out any. It can also work as a valuable guide for your negotiation, allowing you to work through each term one by one.

In-person negotiations
In-person negotiations which last for a period of days without interruption are most effective to get closure. Negotiations through correspondence tend to be protracted.

Flexibility
It is important that you are flexible and are willing to compromise on key terms. You should try not to establish fixed positions.

Remember, the goal is to find a win-win situation and you should try to understand and meet the needs of the other party.

However, compromise does not mean reaching an agreement at any cost. If you can’t agree on a specific term without sacrifice and exceeding your set limit, you may want to withdraw from the negotiations.

Legal Counsel
You should involve lawyers or at least frequently consult them during your negotiations. It is vital that you have a thorough legal review before drafting the contract and during the drafting process. Your institution should have a legal team which will be able to support you with this.
Agreement and Contract

Make sure that you have reached agreement on each key term. A lack of clarity on key terms may lead to conflict in the future.

You should also ensure that the agreement is signed by all parties involved. It is a common error to think that a negotiated written document is enforceable and sufficient to commence with the work without it being signed by everyone.

Model agreement templates

You may be able to obtain standard agreement templates from your knowledge transfer/commercialisation office.

Alternatively, there may be other bodies in your country which have developed such templates. In the UK, the Department for Business, Innovation and Skills (BIS) provides free access to the so-called “Lambert Agreements”, a set of nine model research collaboration agreements for academia-industry collaboration, including guiding notes and decision guide.

These can be found here [http://www.innovation.gov.uk/lambertagreements/](http://www.innovation.gov.uk/lambertagreements/)
List of Application Domains

This list is based on NACE Codes by the European Commission. NACE Code is a pan-European classification system which groups organisations according to their business activities. It assigns a unique 5 or 6 digit code to each industry sector, for example, DA.15.83 – Manufacture of Sugar.

Agriculture

A1 - Crop and animal production, hunting and related service activities
  A1.1 - Growing of non-perennial crops
  A1.1.1 - Growing of cereals (except rice), leguminous crops and oil seeds
  A1.1.2 - Growing of rice
  A1.1.3 - Growing of vegetables and melons, roots and tubers
  A1.1.4 - Growing of sugar cane
  A1.1.5 - Growing of tobacco
  A1.1.6 - Growing of fibre crops
  A1.1.9 - Growing of other non-perennial crops
  A1.2 - Growing of perennial crops
  A1.2.1 - Growing of grapes
  A1.2.2 - Growing of tropical and subtropical fruits
  A1.2.3 - Growing of citrus fruits
  A1.2.4 - Growing of pome fruits and stone fruits
  A1.2.5 - Growing of other tree and bush fruits and nuts
  A1.2.6 - Growing of oleaginous fruits
  A1.2.7 - Growing of beverage crops
  A1.2.8 - Growing of spices, aromatic, drug and pharmaceutical crops
  A1.2.9 - Growing of other perennial crops
  A1.3 - Plant propagation
  A1.3.0 - Plant propagation
  A1.4 - Animal production
  A1.4.1 - Raising of dairy cattle
  A1.4.2 - Raising of other cattle and buffaloes
  A1.4.3 - Raising of horses and other equines
  A1.4.4 - Raising of camels and camelids
  A1.4.5 - Raising of sheep and goats
  A1.4.6 - Raising of swine/pigs
A1.4.7 - Raising of poultry
A1.4.9 - Raising of other animals
A1.5 - Mixed farming
A1.5.0 - Mixed farming
A1.6 - Support activities to agriculture and post-harvest crop activities
A1.6.1 - Support activities for crop production
A1.6.2 - Support activities for animal production
A1.6.3 - Post-harvest crop activities
A1.6.4 - Seed processing for propagation

A1.7 - Hunting, trapping and related service activities
A1.7.0 - Hunting, trapping and related service activities
C20.1 - Manufacture of basic chemicals, fertilisers and nitrogen compounds, plastics and synthetic rubber in primary forms

Forestry and Wood Products

A2 - Forestry and logging
A2.1 - Silviculture and other forestry activities
A2.1.0 - Silviculture and other forestry activities
A2.2 - Logging
A2.2.0 - Logging
A2.3 - Gathering of wild growing non-wood products
A2.4 - Support services to forestry
C16 - Manufacture of wood and of products of wood and cork, except furniture; manufacture of articles of straw and plaiting materials
C16.1 - Sawmilling and planing of wood
C16.2 - Manufacture of products of wood, cork, straw and plaiting materials
C16.2.1 - Manufacture of veneer sheets and wood-based panels
C16.2.2 - Manufacture of assembled parquet floors
C16.2.3 - Manufacture of other builders’ carpentry and joinery
C16.2.4 - Manufacture of wooden containers
C16.2.9 - Manufacture of other products of wood; manufacture of articles of cork, straw and plaiting materials
C17 - Manufacture of paper and paper products
C17.1 - Manufacture of pulp, paper and paperboard
C17.1.1 - Manufacture of pulp
C17.1.2 - Manufacture of paper and paperboard
C17.2 - Manufacture of articles of paper and paperboard
C17.2.1 - Manufacture of corrugated paper and paperboard and of containers of paper and paperboard
C17.2.2 - Manufacture of household and sanitary goods and of toilet requisites
C17.2.3 - Manufacture of paper stationery
C17.2.4 - Manufacture of wallpaper
C17.2.9 - Manufacture of other articles of paper and paperboard

Food and Drink
C10 - Manufacture of food products
C10.1 - Processing and preserving of meat and production of meat products
C10.1.1 - Processing and preserving of meat
C10.1.2 - Processing and preserving of poultry meat
C10.1.3 - Production of meat and poultry meat products
C10.2 - Processing and preserving of fish, crustaceans and molluscs
C10.3 - Processing and preserving of fruit and vegetables
C10.3.1 - Processing and preserving of potatoes
C10.3.2 - Manufacture of fruit and vegetable juice
C10.3.9 - Other processing and preserving of fruit and vegetables
C10.4 - Manufacture of vegetable and animal oils and fats
C10.4.1 - Manufacture of oils and fats
C10.4.2 - Manufacture of margarine and similar edible fats
C10.5 - Manufacture of dairy products
C10.5.1 - Operation of dairies and cheese making
C10.5.2 - Manufacture of ice cream
C10.6 - Manufacture of grain mill products, starches and starch products
C10.6.1 - Manufacture of grain mill products
C10.6.2 - Manufacture of starches and starch products
C10.7 - Manufacture of bakery and farinaceous products
C10.7.1 - Manufacture of bread; manufacture of fresh pastry goods and cakes
C10.7.2 - Manufacture of rusks and biscuits; manufacture of preserved pastry goods and cakes
C10.7.3 - Manufacture of macaroni, noodles, couscous and similar farinaceous products
C10.8 - Manufacture of other food products
C10.8.1 - Manufacture of sugar
C10.8.2 - Manufacture of cocoa, chocolate and sugar confectionery
C10.8.3 - Processing of tea and coffee
C10.8.4 - Manufacture of condiments and seasonings
C10.8.5 - Manufacture of prepared meals and dishes
C10.8.6 - Manufacture of homogenised food preparations and dietetic food
C10.8.9 - Manufacture of other food products n.e.c.
C10.9 - Manufacture of prepared animal feeds
C10.9.1 - Manufacture of prepared feeds for farm animals
C10.9.2 - Manufacture of prepared pet foods
C11 - Manufacture of beverages
C11.0.1 - Distilling, rectifying and blending of spirits
C11.0.2 - Manufacture of wine from grape
C11.0.3 - Manufacture of cider and other fruit wines
C11.0.4 - Manufacture of other non-distilled fermented beverages
C11.0.5 - Manufacture of beer
C11.0.6 - Manufacture of malt
C11.0.7 - Manufacture of soft drinks; production of mineral waters and other bottled waters
C28.9.3 - Manufacture of machinery for food, beverage and tobacco processing
I56 - Food and beverage service activities
Aquaculture and Fisheries

A3 - Fishing and aquaculture
A3.1 - Fishing
A3.1.1 - Marine fishing
A3.1.2 - Freshwater fishing
A3.2 - Aquaculture
A3.2.1 - Marine aquaculture
A3.2.2 - Freshwater aquaculture

Expression of Interest Template

The template can be found on the next page.
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### Details of Expertise

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<td>to integrate into own solution, to incorporate in product range, to improve business / manufacturing processes, to manufacture, to further develop, to use</td>
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<th>Any questions/ issues you would like to raise?</th>
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Please send the complete form back to

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**eMail**

**Phone**
Knowledge2Innovation
Promoting the exploitation of scientific knowledge through academia-industry cooperation in the Knowledge-Based Bio-Economy in Europe and beyond.

The aim of this project is to encourage and support academia-industry knowledge transfer in the European agro-food sector.

To this end, the partners of the project will be developing a practical toolkit consisting of three tools aimed at facilitating collaboration between researchers and industry representatives, with a focus on small and medium-sized enterprises (SMEs). These tools will be available from Spring 2010 on the K2I website.

Quality Management Systems
Proof of Concept
Intellectual Property
Turning Research Project into Business Concept

Communication tool
Facilitating the communication between researchers and industry

Evaluation tool
Aiding companies in evaluating the potential of new technologies and knowledge emerging from research institutions

Follow-up tool
Helping the evaluation of completed collaborations

Furthermore, a series of workshops targeted at researchers, SMEs, and technology transfer professionals active in the agro-food sector will be held throughout Europe, from Spring 2010 through to Autumn 2011.

Workshop Modules

Partner

Funding
K2I is funded by the European Commission under the 7th Framework Programme

Website
www.knowledge2innovation.eu

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