

<u>*G*</u>lobal <u>T</u>echnology <u>E</u>ntrepreneurship and <u>C</u>ommercialization

August 19 – 24, 2019



Hosted by: Innovators' Club, Office for Industry-University Co-Creation, Co-creation Bureau Osaka University, Japan Co-hosted by: University Network for Innovation and Technology Transfer (UNITT), Japan





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INSTRUCTOR AND MENTOR'S PROFILE AND MESSAGE TO G-TEC APPLICANTS

Instructor:

Professor Ashley J. Stevens, RTTP +1 (617) 251-6088 astevens@bu.edu



About Instructor

For 15 years, Dr. Stevens led Boston University's Office of Technology Transfer. He then became Special Assistant to the Vice President for Research for two years before retiring from full time employment at Boston University. He remains a Lecturer in the Strategy and Innovation Department in Boston University. School of Management, where teaches two graduate-level, inter-disciplinary programs on Technology Commercialization. From 1995 to 2009, while Director of Technology Transfer at Boston University, he launched over 50 spin-out companies, including InfoLibria, Inc. and Symphogen A/S, both of which raised over \$100 million of venture capital. Companies have been launched as a result of his Technology Commercialization Programs. Before joining Boston University he was Director of the Office of Technology Transfer at the Dana-Farber Institute, teaching affiliate of the Harvard Medical School. He was the recipient of the Bayh-Dole Award at Association of University Technology Managers (AUTM) 2007 Annual Meeting and became President of AUTM in March 2010. He is the President of Focus IP Group, LLC. Dr. Stevens holds a Doctor of Philosophy in Physical Chemistry from Oxford University.

Instructor's Message to G-TEC Applicants

You will probably work harder in a week than you have ever worked in your life. You will bond with your team in a way you've probably never bonded with colleagues in your life – one of the teams had had several reunions after the program is over. And you will prepare yourself for the new way of life in Japan – the era of technology innovation.







About Mentors:

Two of the contents will be instructed by the following mentors (see also pp. 13). The mentors will also support the team projects.

Ryosuke Nakamura, PhD is a specially appointed associate professor and the head of Innovation Education Section in the Human Resource Development Division of the Office for Industry-University Co-Creation, Co-Creation Bureau at Osaka University. He is also a staff member of Innovators' Club at Osaka University, which was established in Oct. 1, 2017. He studied physics at Hokkaido University, where he received his PhD in 2000. Since 2000, he has performed research in the fields of physics and laser engineering, and also developed and conducted several entrepreneurship education programs.

Atsushi Muratsugu, PhD is a specially appointed assistant professor in the Innovation Education Section of the Human Resource Development Division within the Office for Industry-University Co-Creation, Co-Creation Bureau at Osaka University. He also holds an adjunct position at University-Society Collaboration Division of Center for Open Innovation Research and Education. He received his PhD degree in Science from Osaka University, Japan in 2013. His research interests range from pure studies based on a laser spectroscopy to applied research of laser microfabrication. He is also engaged in entrepreneurship education activities with his colleagues in the Human Resource Development Division.

Kosuke Kato, PhD, RTTP currently serves as the Deputy Head of the Venture Incubation Section in the Innovation Division of the Office for Industry-University Co-Creation, Co-Creation Bureau at Osaka University. He has also served as an Associate Professor in the Management of Industry and Technology Division of the Graduate School of Engineering at Osaka University. He has published peer reviewed articles e.g. in Journal of License Executive Society International (JLESI), on the topic of technology transfer. Kosuke received his PhD in Science and Technology from Kumamoto University and performed research in the area of human informatics. He has published multiple articles in peer review journals e.g. on the topic of the sensory-motor integration of musicians. He also holds a MS in Architectural Engineering from Kobe University. He completed the Technology Transfer Fellowship program offered by Boston University's Office of Technology Development and has been globally recognized as a Registered Technology Transfer Professional (RTTP) from November 2013.

Tetsuro Honda, Pharmacist, works as a Research Administrator and Assistant to the Director of Innovation Division, Office for Industry-University Co-Creation, Co-Creation Bureau, Osaka University.

He graduated university with a Bachelor's Degree from Kyoto Pharmaceutical University in 2013.





Tetsuro has five years' experience in medical field R&D at a big company from 2013 to 2017.

Since 2017, he has been engaged in launching innovative joint research projects between industry and academia and also engaged in launching incubation projects toward startups from Osaka University.

Megumi Takata, ME, RTTP is a Guest Professor in the Department of Business and Technology Management within the Graduate School of Economics at Kyushu University in Fukuoka, Japan (Kyushu University Business School: QBS). Since 2010, he is also a faculty member of the Kyushu University Robert T. Huang/Entrepreneurship Center (QREC). Megumi is also a Registered Technology Transfer Professional since 2014. He holds a Bachelor of Engineering in Metallurgy and a Master in Architecture & Regional Planning from Kyushu University. After several multi-year experiences as an engineer and consultant, in 1999 he joined CASTI, the technology licensing company of the University of Tokyo, as an Executive Vice President & COO. He moved to QBS as an Associate Professor in 2003. He was also a Director of the Tech-Transfer Department of the Intellectual Property Management Center of Kyushu University from 2003 to 2010. Professor of QBS(Kyushu University Business School) and QREC(Kyushu University Robert T. Huang/Entrepreneurship Center) in the area of technology commercialization and entrepreneurship.





*Registered Technology Transfer Professional (RTTP) as recognized by The Alliance of Technology Transfer Professionals (ATTP):

G-TEC is an official training course which is globaly recognized by the alliance of The Alliance of Technology Transfer Professionals (ATTP). If you take G-TEC you can earn the following Continuing Education Credits (CE Points) for applying RTTP.

• First Look Technology Assessment (Aug. 19 – Aug. 24): 10 CE Points

ATTP's mission is to promote and maintain global standards in knowledge and technology transfer. ATTP does this via the Registered Technology Transfer Professional (RTTP) designation, the international professional standard for knowledge transfer and commercialization practitioners working in universities, industry and government labs.

For more detail, please refer the following website: <u>http://www.attp.info/</u>





PROGRAM

DESCRIPTION:

The subject of the program is the innovative transformation of knowledge into new commercial products and services. The program provides a rigorous study of intellectual property, licensing, the assessment of promising new technologies and technology-based entrepreneurship. Cross-disciplinary teams of participants will be formed which will evaluate real technologies. We will use case studies which will discuss success and failure in technology commercialization, focusing on specific issues early stage ventures face.

OBJECTIVES:

The program has five objectives:

- 1. To understand the key concepts and options in technology commercialization.
- 2. To understand how to assess technologies for their commercialization potential.
- 3. To understand the steps that a technology goes through in the journey from the laboratory to the marketplace.
- 4. To explore the roles that intellectual property protection and licensing play in the commercialization process.
- 5. To understand these points through case studies and hands-on work.

The program is intended for participants who are interested in translating their research into the commercial marketplace and for participants who are interested (or may already have commenced) a career in intellectual property management, business development, technology transfer or in joining an early stage venture. Law participants will see how both intellectual property law and corporate law impact companies and commercialization pathways.

We explore technology commercialization by starting new start-up company or starting a new venture within the structure of an existing corporation. The latter face all of the same challenges as the former – skeptical investors, recruiting team members, reducing technical and market risk in order to attract ever higher levels of investment, etc. Indeed, some of the challenges are greater – corporations are frequently more conservative than venture capitalists (which is why so many radical new technologies are launched through start-up companies in the first place.)





MATERIALS:

- Harvard Business School Case Studies; (Provided by Professor Kato);
- Other required readings will be available on Dropbox® or distributed as specified in the Program Schedule.

BACKGROUND READING

It is important that participants develop a habit of reading about innovation as it is occurring in the economy. Good sources in the US are:

- The *Wall Street Journal.* Both the Marketplace Section and the Personal Business Section routinely have stories on innovation. The Finance Section often has stories about the state of the venture capital market and the state of the IPO and M&A markets by which early stage investors achieve liquidity. The *WSJ's* reporting on science and medicine is second to none, and it should be daily reading for business, law, science and healthcare participants.
- *Business Week* is increasingly focusing on innovation and its economic impact.
- *The Economist*. The Science and Technology section towards the end of *The Economist* is an eclectic collection of articles that focus on the translational aspects of science.
- A great daily newsletter, full of lists the Top Ten Mistakes in Pitching Angel Investors, etc., is *Innovation Daily*. I read it every day. http://news.innovationamerica.us/issues/archive/f13d59125b56016ba5e62061 abd346af

TEAM PROJECT AND TEAM PARTICIPATION

One of the core concepts behind the program is the need for different skill sets to come together to successfully commercialize a technology – scientific, marketing, financial and legal. The chemistry of the team must gel, and there must be a mutuality of interest – high technology versus software versus internet etc.

Participants will be assigned to teams before G-TEC commences and assigned a technology. They will use this for the First Look Technology Assessment Project.

Team members will rate each other for their participation in team assignments and workload after G-TEC on a scale of from 0-5. The ratings from each team member will be averaged and the averaged figure will become the participant's grade. Team Participation will account for 10% of the final grade.

ASSIGNMENTS:

There is a major assignment in this program, the First Look Technology Assessment. More details are discussed in G-TEC and found in the guidance notes as they appear on Dropbox®.





First Look Technology Assessment Project

Each team will screen and evaluate a very early stage technology, and perform a "First Look Technology Assessment". This technology will be "real", that is, an actual technology that participants chose from a short list of translational research projects currently being developed e.g. at Osaka University. The assignment will involve both primary and secondary research. Your First Look Technology Assessment Project will be due by Day 5 (see Program Calendar).

The goal of a First Look Technology Assessment is to get an early indication of the commercial potential of an invention. The primary benefits of the reports are the potential partners/licensees that can be found along with a basic understanding of the value of the technology. In cases where inventions are not well received by the commercial marketplace, the reports can give early warning signals that the proposed area of research or proposed patent may be a non-starter and further investigation is needed prior to funding either more research or a patent submission.

Teams will be provided with a detailed description of the content of a First Look Technology Assessment and guidelines for the team presentations. It is a written report which brings together a number of separate analyses and uses them to come up with an overall rating of the technology and recommendations for how to proceed.

Each team will submit a written version of the First Look Technology Assessment Project and make a **20-minute presentation** to the other participants with **written reports**, no longer than 20 pages plus appendices.

3) Written Assignments

The progress of Team Written Assignments will be due in your Dropbox® by 6:00pm on every evening.

SOURCES OF TECHNOLOGY

Participants will be assigned to a team which will work e.g. on an Osaka University technology. These technologies will be drawn from a variety of scientific disciplines. Participants will be given access to the faculty inventor in order to gain the benefit of their insights and perspectives as part of their research into the technology. It is possible that the graduate participants and post doctoral fellows who are working on the technologies will be part of the team.

All participants will be asked to sign an Informed Consent in which they acknowledge that the work they do may create value for Osaka University and agreeing to use the materials only for purposes of discussions and team project during G-TEC.





HARVARD BUSINESS SCHOOL CASE STUDIES

Some of the contents will include a case study which presents unique insights into the stresses and risks of technology commercialization.

PARTICIPATION:

Participation is a key to success in this program. Since we learn more through active involvement, participants are expected to prepare all assignments before G-TEC and make thoughtful contributions to discussions. The goal of participation is to help the G-TEC effectively explore the topics presented through integrating concepts from your experience, from the text, and from outside sources in your discussions. Because much of the work we will do in the program involves team project and collaboration, participation is a very important tool to help us accomplish our goal of knowing more about the commercialization process.

WRITTEN WORK:

Ideas must be expressed clearly and concisely. Papers will be graded on content and style, with content providing approximately 50% of the overall grade. Content includes the quality of information and conclusions, support for conclusions, and the logic and flow of the information presented. Style includes grammar, spelling, punctuation, and word usage. Presentations must be visually attractive and must bear in mind the old adage that "a picture is worth a thousand words."

EVALUATIONS

The First Look Technology Assessments will be evaluated by judges including venture capitalists and Professor Stevens.

GRADING:

Each half of the program will be graded separately.





First Look Technology Assessment

The grade will be based on the following point system:

•	Team Presentation	40%
•	First Look Technology Assessment	50%
•	Team Participation	10%

An "A" represents truly superior work; a "B" reflects good, solid graduate level work. Grades are based on a standard, not on a curve, so that, if earned, everyone can get an A.

Point Distribution:

95 - 100 = A 90 - 94 = A 87 - 89 = B 83 - 86 = B 80 - 82 = B 77 - 79 = C 73 - 76 = C 70 - 72 = C 60 - 69 = DBelow 60 = F

LUNCH:

Buffet style lunch will be served from Monday to Friday for those who take G-TEC. The lunch fee is included in the fee for participating G-TEC.





SCHEDULE AT A GLANCE

(Schedule subject to change)

Monday, August 19		Location
9 a.m. – Noon	Instructions	Interaction Salon, TechnoAlliance Complex
Noon – 1 p.m.	Lunch Break	Alliance Hall, TechnoAlliance Complex
1 – 6 p.m.	Team project	Interaction Salon, TechnoAlliance Complex
Tueso	lay, August 20	Location
9 a.m.– Noon	Instructions	Interaction Salon, TechnoAlliance Complex
Noon – 1 p.m.	Lunch Break	Alliance Hall, TechnoAlliance Complex
1 – 6 p.m.	Team project	Interaction Salon, TechnoAlliance Complex
Wednesday, August 21		Location
9 a.m. – Noon	Instructions	Interaction Salon, TechnoAlliance Complex
Noon – 1 p.m.	Lunch Break	Alliance Hall, TechnoAlliance Complex
1 – 2 p.m.	Case Study	Interaction Salon, Techno Alliance Complex
2 – 6 p.m.	Team project	
Thurse	day, August 22	Location
9 a.m. – Noon	Instructions	Interaction Salon, TechnoAlliance Complex
Noon – 1 p.m.	Lunch Break	Alliance Hall, TechnoAlliance Complex
1 – 6 p.m.	Team project	Interaction Salon, TechnoAlliance Complex
Friday, August 23		Location
9 – 12 a.m.	Instructions	Interaction Salon, TechnoAlliance Complex
Noon – 1 p.m.	Lunch Break	Alliance Hall, TechnoAlliance Complex
1 – 6 p.m.	Team project	Interaction Salon, TechnoAlliance Complex
Saturday, August 24		Location
9 a.m. –12:10 p.m.	Group Presentations	Interaction Solon, Techno Alliance Complex
12:10 p.m. – 12:30 p.m.	Evaluation	
12:30 p.m. – 2:00 p.m.	Closing Ceremony	Interaction Salon, TechnoAlliance Complex



SCHEDULE

Day 1 **9AM-NOON: INSTRUCTIONS** Location :Interaction Salon, TechnoAlliance Complex Mon. Aug 19 Introduction of Instructor and Participants **Overview of Part 1 of the Program** Review G-TEC program Objectives • Program assignments. 1. First Look Technology Assessment Project 2. Written assignments Team Formation Grading What is Technology Commercialization? This program discusses the broad concepts involved in technology commercialization. Productization – Translating Science into Products The first step in commercializing a science-driven technology is to work out (1) what are the products or services that it will result from it and (2) what is the technology's "Value Proposition" – the unique advantages the technology will bring to those products and services that will make someone want to buy those products and why someone would want to invest in developing the technology. NOON-1PM: LUNCH BREAK Location : Alliance Hall, TechnoAlliance Complex 1-6PM: TEAM PROJECT Location :Interaction Salon, TechnoAlliance Complex 1:00-1:30pm: Team Familiarization Participants will have been assigned to a team before G-TEC starts, based on their educational background, skill set and corporate affiliation. 1:45-2:45pm: Team Meetings with Professor Stevens Discuss progress, issues with team assignments. 15 minutes each team 3:00-4:00pm or 4:00-5:00pm: Meeting with Inventors Discuss: • New products and services • Value proposition • The true uniqueness of the invention





•	Competitive advantage
•	Patent searching terms
•	Proof-of-concept experiments
•	Organization of research team
•	List of experts and/or end-users for interview.
<u>5:00-</u>	6:00pm: Team Meetings with Professor Stevens
<u>5:00-</u>	6:00pm: Team Meetings with Professor Stevens
<u>5:00-</u>	6:00pm: Team Meetings with Professor Stevens
<u>5:00-</u>	6:00pm: Team Meetings with Professor Stevens
<u>5:00-</u>	6:00pm: Team Meetings with Professor Stevens





Day 2	ASSESSING NEW TECHNOLOGIES
<u>Tue.</u> <u>Aug 20</u>	 We will focus on two of the three key areas of initial investigation of the commercial potential of a new technology: How attractive are the markets for these products and services? What are the critical experiments that must be done to show proof-of-concept?
	9AM-NOON: INSTRUCTIONS Location :Interaction Salon, TechnoAlliance Complex
	First Look Technology Assessment We will review the team project, the First Look Technology Assessment
	Market Assessment Methodology and Tools How do we go about confirming or, equally important, disproving the initial ideas about where a technology will find acceptance in the market and how much "breathing room" from competition it can expect the market to give it. The order of the techniques sounds backwards – first we look for secondary sources of information, i.e., what information already exists. Then, armed with this information, we turn to primary sources, e.g. telephone conversation with potential customers, suppliers and competitors.
	Technology Development, Business Development, and Proof-of- Concept Academic technologies are typically embryonic and far from market ready, and one of the chief challenges of technology development offices is to help the researcher secure the resources to show that the technology will actually work in practice. US academic institutions have been developing expertise in this area through state funded centers and more recently through philanthropically funded efforts such as the Deshpande Center at MIT, the von Liebig Center at UC San Diego and the Coulter Translational Research Partnerships in Biomedical Engineering with ten US universities. By referring these US initiatives, Osaka University have launched and managed own university Gap Funding Program since 2011. In this guidance, the results of these initiatives and best practices, including a case study of business development of an innovative technology being developed at Osaka University, are introduced and discussed.
	NOON-1PM: LUNCH BREAK Location : Alliance Hall, TechnoAlliance Complex







1-6PM: TEAM PROJECT Location :Interaction Salon, TechnoAlliance Complex





Day 3 Wed. Aug 21	 9AM-NOON: INSTRUCTIONS Location : Interaction Salon, TechnoAlliance Complex Barriers to Entry Intellectual Property Every new technology entering the market needs some breathing room from competition, to allow it time to develop and gain acceptance and to allow it to be priced to reflect the value it delivers. Technologies usually rely on intellectual property protection to provide this room to grow. We will discuss the most important barriers to competitive entry – patents, copyrights, trademarks and trade secrets. Patent Due Diligence Has someone come up with the idea before – what the Patent Office will call "Prior Art"? Or have people got so close to our idea that the Patent Office will determine that our invention is obvious? This guidance will cover how we do this initial determination. NOON-1PM: LUNCH BREAK Location : Alliance Hall, TechnoAlliance Complex The Langer Laboratory: Commercializing Science MIT's Robert Langer is the ultimate serial academic entrepreneur. He has founded 25 companies and has 238 issued US patents, starting to get him into the Company and translate their know-how to the company by joining the company as the CTO. Langer chairs the SAB and guides the company in its initial stages of technical development. Langer has a well established relationship with the Boston VC community and his endorsement usually guarantees that the company will receive venture capital funding. 2-6PM: TEAM PROJECT Location :Interaction Salon, TechnoAlliance Complex The Canter Company Salon, TechnoAlliance Complex Accenter of Salon, TechnoAlliance Complex Accenter of the company will receive venture capital funding. Company as the CTO. Langer chairs the SAB and guides the company in its initial stages of technical development. Langer h





Day 4 <u>Thur.</u> Aug 22	 9AM-NOON: INSTRUCTIONS Location :Interaction Salon, TechnoAlliance Complex Licensing In addition to the protection of intellectual assets, the successful management of intellectual property also involves prowess in trading intellectual assets. This guidance examines this topic by reviewing the basic legal and managerial dimensions of licensing intellectual property. Topics covered include: introduction to the legal framework for licensing in the United States and internationally; procedures for licensing out intellectual property; procedures for licensing in intellectual property; cross-licensing, cooperation and competition; linking licensing strategy to overall corporate strategy.
	 and competition; inking licensing strategy to intellectual property protection; and, linking licensing strategy to overall corporate strategy. <u>Barriers to Entry Intellectual Property, Part II</u> Although patent protection is the most common form of IP protection used by universities, some of the other forms of IP – Copyrights, Trademarks and Trade Secrets – are sometimes important to universities. NOON-1PM: LUNCH BREAK Location : Alliance Hall, TechnoAlliance Complex 1-6PM: TEAM PROJECT Location : Interaction Salon, TechnoAlliance Complex



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Day 5 Fri. Aug 23	9-NOON: INSTRUCTIONS Location :Interaction Salon, TechnoAlliance Complex
	How do you know how much to ask for a technology? This talk will discuss standard methodologies and will provide participants with practical tools for valuing technologies.
	Developing a Technology With a Large Company Small companies can be highly innovative, entrepreneurial and nimble, but a global roll out often requires financial, manufacturing and marketing resources of a large multinational company. This talk will look at how these partnerships are started, completed and managed.
	NOON-1PM: LUNCH BREAK Location : Alliance Hall, TechnoAlliance Complex
	1-6PM: TEAM PROJECT Location :Interaction Salon, TechnoAlliance Complex





Day 6 <u>Sat.</u> <u>Aug 24</u>	 9AM-11:40AM: GROUP PRESENTATIONS Location :Interaction Salon, TechnoAlliance Complex First Look Technology Assessment Presentations 20 minute PowerPoint presentation per team. Rehearse it and time it – no overages allowed! 7 minutes Q&A 3 minutes grading
	Written report and PowerPoint in Drop Box before 9AM Time table 09:00 - 09:10 Guidance 09:10 - 09:40 Team 1 09:45 - 10:15 Team 2 10:15 - 10:30 Break 10:30 - 11:00 Team 3 11:05 - 11:35 Team 4 11:40 - 12:10 Team 5 The First Look Technology Assessments will be evaluated by judges including venture capitalists and Professor Stevens. (Schedule may be changed depending on the number of team formed.) 12:10PM-12:30PM: PROGRAM EVALUATION Location :Interaction Salon, TechnoAlliance Complex 12:30-2:00PM: CLOSING CEREMONY Location :Interaction Salon, TechnoAlliance Complex Closing Ceremony over Light Meal and Drinks Fee: 2,000 Japanese Yen





ACCESS MAP

1. Suita Campus, Osaka University TEL:+81-(0)6-6879-4136



From Shin-Osaka Station

Get off at Senri-Chuo Station on the Subway Midosuji Line, and take the Osaka Monorail. (time required about one hour)

- From Osaka Airport (Itami)
- Take the Osaka Monorail. (time required about one hour)
- From Kansai International Airport

Get off at Na Osaka Station, take the Subway Midosuji Line bound for Senri-Chuo Station, and change to the Osaka Monorail. Get off at Namba Station on the Nankai Line, take the Subway Midosuji Line, get off Senri-Chuo Station, and change to the Osaka Monorail. (time required about two hours)





2. <u>Alliance Hall & Interaction Salon, TechnoAlliance Complex, Suita Campus,</u> <u>Osaka University TEL:+81-(0)6-6879-4136</u>









APPLICATION GUIDELINES

Fee^{*1, *2} & Seat Capacity

First Look Technology Assessment (Aug. 19 – Aug. 24):

Seat Capacity: 24

Fee: 120,000 JP Yen.

Discount Fee^{*2}: 100,000 JP Yen.

Free for Faculty members or students of Osaka University

*1: Consumption tax and materials for G-TEC are included. Expenses for the get-together, accommodation, and transportation are not included.

*2: Members of UNITT or companies who have already signed the following contract with Osaka University: Joint Research Chair, Research Alliance Laboratories, can take this class with a special discount fee as described above.

How to apply for G-TEC 2019

The application can be done from the following website: <u>https://www.uic.osaka-u.ac.jp/event/4768/</u>

Participants are selected on the basis of submitted application form.

*Part of the program or whole program will subject to be cancelled if number of applicants from outside Osaka University to First Look Technology Assessment Project is less than 15 or force majeure such as natural disasters.

Accommodation:

Participants are required to reserve accommodations themselves. For example, the following hotels are located conveniently near Osaka University Suita Campus.

1. Senri Hankyu Hotel Tel: +81-6-6872-2211

2. Hotel Hankyu Expo Park Tel: +81-6-6878-5151

Contact:

Innovation Education Section, Human Resource Development Division, Office for Industry-University Co-creation, Co-Creation Bureau(c/o Ryosuke Nakamura) 2-8 Yamada-oka (TechnoAlliance Complex), Suita, Osaka 565-0871, JAPAN Phone: +81-6-6879-4136 Email: <u>gtec2019@uic.osaka-u.ac.jp</u>