



EVENT REPORT TEMPLATE

Author:	Jelena Jevtovic
Event Title:	"HOW TO CREATE AND MANAGE START-UPS"
Event Date:	13 <sup>th</sup> and 14 <sup>th</sup> November 2017
Event Venue:	Intellectual Property Office of the Republic of Serbia
Type of event:	International Workshop/Seminar
<b>Short description:</b>	
<p>Within Act2.4 Capacity building programme for university staff (managers, trainers, administrators) for implementation of the new legal framework for the third mission, project team from University of Kragujevac participated in the workshop "HOW TO CREATE AND MANAGE START-UPS" on 13th and 14th November 2017. The workshop was organized by the Intellectual Property Office of the Republic of Serbia and Technology Transfer Centre of the University of Belgrade in cooperation with the World Intellectual Property Office (WIPO).</p> <p>The event was opened by Vladimir Maric, director of the Intellectual Property Office of the Republic of Serbia, Vice-rector of the University of Belgrade Prof. Dr. Zivoslav Tesic and Olga Spasic, Head of the Office for support of SMEs and entrepreneurship in WIPO.</p> <p>The topics of the workshop were the challenges that start-ups are facing in the phase of establishment and management of activities. The lecturers were leading experts in this area from Serbia and abroad.</p>	
Organiser(s):	Intellectual Property Office, University of Belgrade (Technology Transfer Office), World Intellectual Property Office (WIPO)
Agenda:	<a href="#">Link to the agenda</a>
Total number of participants:	n.a.
Links to further information:	<a href="#">e.g. at IF4TM website</a>
<b>Other personal remarks:</b>	
<p>The participation of the project team from University of Kragujevac has a great impact for the activities of the University in the area of knowledge transfer, innovations and intellectual property management, especially in the light of newly developed IP policy at University and establishment of Technology Transfer Centre (TTC).</p> <p>UKG team was directly involved in the development of these procedures and TTC which is why this capacity building has deep impact in further management of these activities.</p>	

## EVENT ROLLOUT

Final Event Agenda




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**SUB-REGIONAL WORKSHOP**

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WIPO/IP/BEL/15/INF/1 PROV  
ORIGINAL: ENGLISH

**How to Create and Manage “Start-ups”**

organized by  
the World Intellectual Property Organization (WIPO)

in cooperation with  
the Intellectual Property Office of the Republic of Serbia

and  
the Center for Technology Transfer, University of Belgrade

**Belgrade, November 13 and 14, 2017**

**PROVISIONAL PROGRAM**

*prepared by the International Bureau of WIPO*

WIPO/IP/BEL/17/INF/1 PROV.  
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Monday, November 13, 2017

8.30 – 9.30 Registration

9.30 – 10.00 Opening Ceremony

Welcome addresses by:

The Representative of the Intellectual Property Office of the Republic of Serbia

The Representative of the University of Belgrade

Ms. Olga Spasic, Head, Counselor, Small and Medium-sized Enterprises (SMEs) and Entrepreneurship Support Division, Department for Transition and Developed Countries (TDC), WIPO, Geneva

10.00 – 11.00 **Topic 1: Legal Framework for Creating a Startup by Academic Institutions in Serbia**

Speakers: Intellectual Property Office of the Republic of Serbia

University of Belgrade

11.00 – 11.30 Coffee Break

11.30 – 13.00 **Topic 2: IP Institutional Policy for Universities and Research Institutions – Regulations on the Creation of Start up**

a) **WIPO Project on Academic IP Policy Tool**

Speaker: Ms. Olga Spasic

b) **IP Policy Examples regarding Startups from Academic Institutions in Serbia**

Speakers: Two Local Speakers

c) **IP Policy Relevant Regulations in Hungary and Bosnia and Herzegovina**

Speakers: Participant Speakers from Hungary and Bosnia and Herzegovina

13.00 – 14.00 Lunch Break



- 14.00 – 15.00 Topic 3: **New Law on Technology Transfer in Poland – Creation of “Special Purpose Body” to Deal with Startups in Universities**
- Speaker: Ms. Justyna Ozegalska-Trybalska,  
Associate Professor, Member of the  
Rector's University Commission for IP,  
Intellectual Property Law Chair, Jagiellonian  
University, Krakow, Poland
- 15.00 – 16.00 Topic 4: **Challenging Issue – How to Provide Sustainability of the Start up**  
There is a huge number of created startups by universities in the Europe but alarmingly low number of those who are active after a few years, or able to come out on the active market. Where is the problem and how to develop a more sustainable strategy?
- Speakers: Mr. Jon Wulff Petersen, Director,  
Technology Transfer, Plougmann Vingtoft,  
Copenhagen
- Local Speaker – CEO from the local startup
- 16.00 – 16.30 Coffee Break
- 16.30 – 17.30 Topic 5: **Knowledge Transfer – New Approach in Commercialization of Research Results**  
How to Create and Transfer Knowledge to Industry Partners and Other Users? Can Knowledge be the Base for creation of Startup? Is this model sustainable?
- Speaker: Mr. Jon Wulff Petersen
- 17.30 – 18.00 Topic 6: **Discussion**
- 18.00 **End of Session**
- Tuesday, November 14, 2017
- 9.30 – 10.30 Topic 7: **IP Marketing and Start ups – How to become an Interesting “Business Case” for Investors?**
- Speaker: Mr. Patrick Pierre, Senior Vice-President,  
Questel Consulting, Grenoble, France
- 10:30 – 10:45 Discussion



10.45 – 11:30	<b>Topic 8:</b>	<b>Successful Models and Cases of Marketing of University Startups</b> a) Cases from Serbia, Belgrade Technology Park Speaker: Local Speaker b) Cases from Poland Ms. Justyna Ozegalska-Trybalska
11.30 – 11.45	Coffee Break	
11.45 – 12.30	<b>Topic 9:</b>	<b>Using Marketing Tools for Capturing Value of Technology – Practical Demonstration</b> Speaker: Mr. Patrick Pierre
12.30 – 14.00	Lunch Break	
14:00 – 15:00	<b>Topic 10:</b>	<b>Using Marketing Tools for Capturing Value of Technology – Practical Demonstration</b> Exercise: Participants are invited to identify and prepare their own cases (technologise) for IP commercialization and to try to develop appropriate marketing and commercialization strategy by using on line tools, as presented under the Topic 9. Participants are invited to bring their computers, and organizer will provide WiFi. Coach: Mr. Patrick Pierre
15:00 – 16.00	<b>Topic 11:</b>	<b>Presentation of Developed Strategies and Discussion Regarding Results</b>
16.00 – 16.15	Coffee Break	
16.15 – 17.15	<b>Topic 12:</b>	<b>IP Valuation of Startup's Assets</b> Speakers: Mr. Patrick Pierre Mr. Jon Wulff Petersen
17.15 – 17.45	<b>Topic 13:</b>	<b>WIPO Programs for Supporting Academic Institutions to Create and Manage Startup</b> Speakers: Ms. Olga Spasic Ms. Silvija Trpkovska, Senior Program Officer, SMEs and Entrepreneurship Support Division, TDC, WIPO, Geneva
17.45	Closing Session	[End of document]



Participant list

13<sup>th</sup> November 2017

<http://www.erasmus-grants.eu/erasmus-projects/erasmus-grants>

Name and Surname	Organisation	Email or Phone number	Signature
Silvija Jovanovic	WIPO	silvija.jovanovic@wipo.int	
TAMARA PERICIC	NAUCNA KOLEGIJA ZA EKOLOGIJU I OKOLISNA OKOLINA	ecology@unibg.ac.rs	
ZORANA JELI	MF BEOGRAD	zjeli@mf.bg.ac.rs	
BRANKA ADAMOVIC	MO BEOGRAD	dr.branka.adamovic@mf.bg.ac.rs	
TODORIC IVAN	AGENCIJA	ITODORIC@AGENCIJA.BG	
MARINA JAKOVIC	AGENCIJA	marina.jakovic@agencija-bg.ac.rs	
PREBILIC IVAN	FMS	PREBILIC@FMS.BG.AC.RS	
JELICA JAKOVIC	UNIVERZITET KOLJIN	jelica.jakovic@koljina.ac.rs	
VESICA VUKOBROVIC	-  -	vesica.vukobrovic@unibg.ac.rs	
VESELJKA RUGAJA	UNIVERZITET KOLJIN	veseljka.rugaja@koljina.ac.rs	

Project co-funded by the European Union funds (ERDF - IPA)

14<sup>th</sup> November 2017

<http://www.erasmus-grants.eu/erasmus-projects/erasmus-grants>

Name and Surname	Organisation	Email or Phone number	Signature
Jelena Jovanovic	UNIVERZITET U BEOGRADU	jelena.jovanovic@unibg.ac.rs	
MIA LADIC	AGENCIJA	m.ladic@agencija-bg.ac.rs	
VESICA VUKOBROVIC	UNIVERZITET U BEOGRADU	vesica.vukobrovic@unibg.ac.rs	

Project co-funded by the European Union funds (ERDF - IPA)

## Lessons learned

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### Topic 1 Legal framework for creating a start-up by academic institutions in Serbia (outlines)

Projects:

- basic research 70%
- technology development
- innovation projects

TTO / Incubators – to train people to establish spin-offs, educate researchers how to write project applications, patent applications, etc.

Main challenges were

- lack of legal framework
- strategy tools for IP
- lack of funds

Serbia – positioned at 62<sup>nd</sup> place in innovative activities (higher than in 2016)

TTO Belgrade – identification and legal protection of IP (first steps)

Legal framework to rely on in innovation and technology transfer activities:

- Law on higher education
- Company law
- Internal procedures (statute, IP policies, policy on TTO)
- Law on innovation activities (defines organizations for innovation activities and for support to innovation activities, idea to include tax exemption incentives)

New provisions of Law on HE to contribute to the improvement in this area:

- HEI can found a new company
- Establishment, status change, fast and not expensive procedures, list of legal forms for innovation/research entities

Cooperation of Belgrade TTO with Chinese TTO (signed Memorandum of understanding, China is growing market for innovations, support to development of domestic technologies on Chinese market).



## **Topic 2: IP institutional policy for universities and research institutions – regulations on the creation of start-up**

### **a) WIPO project on academic IP policy tool**

WIPO toolkit

1. IP policy template and guidelines
2. Roadmap for commercialization (Model Agreement, case studies, practical implementation)

Based on Roadmap – Training kit will be developed and available by February 2018  
Knowledge is not protectable by IP law, but through other laws (Criminal) and contracts.

Assets to negotiate with:

- Human resources
- Equipment
- Name (brand)

Roadmap – Utilization Strategy

- Secure
- Share
- Explore
- Transfer
- Venture
- Collaborate

WIPO offers 11 contract models + guidelines

5 Hypothetical study cases – done by University Tel Aviv

### **b) IP policy examples regarding start-ups from academic institutions in Serbia**

Speaker: Bosko Bojovic from Vinca Institute

Model of spin-off presented

Diasens – spin-off (Vinca and Aston University)

Ownership share model: 20% Vinca, 20% Aston University, 60% to spin-off

Technology level: Proof of Concept, elementary clinical studies

Business model: strategic industrial ownership



Participation level of Vinca – space, equipment, accounting (not by institutional framework but enthusiasm of individuals)

Participation of Aston University – helpful but caused some constraints

### **c) IP policy relevant regulations in Hungary and Bosnia and Herzegovina**

Speaker 1: Tomaz Bene, University of Debrecen

Presentation of developed regulations in Hungary dealing with IP and innovation

Innovation Act (2005-2014) – HEIs and public research innovations were required to have IP policy in order to get grants for research activities

Hungarian IPO – developed Methodology Guide

Hungarian Innovation Act (2015) – IP and equity owner is state (not institution)

From January 2018 – HEIs are not allowed to hold shares in research/development/innovation companies (only in spin-offs)

Tax exemption incentives – not supported by regulations

No constant support to knowledge transfer activities

TT Forum – 15 recommendations with indicators (not national policy but more internal document as guidelines)

Challenges in Hungary – start-up and proof-of-concept policies are missing at HEIs

Fund support

- Hiventures Program (National RDI Investment Fund)
- State programme to support indicators
- Tax advantages for investors

Proof-of-Concept Fund

- Launched in November 2017
- For university researchers and research groups
- Funding up to 30000 EUR
- Managed by TTO and Innovation Ecosystem Centre

Speaker 2: Dragana Maric Mesic, IP Institute of BIH

National legal framework presented dealing with research and innovations

Republic of Srpska – Law on Scientific research activities (2002, 2012)

No relevant laws in Bosnia and Herzegovina



Cantonal Laws – three of ten Cantons passed the Law  
No patent applications on HEIs (10 public and 37 private HEIs)  
Institutional IP framework – only at University of Banja Luka  
For HEIs with no IP policy – Labor Law applies

### **Topic 3: New Law on technology transfer in Poland – Creation of “Special Purpose Body” to deal with start-ups in universities**

Speaker: Justyna Ozegalska – Trybalska

Presented the legal framework in Poland and Polish HEIs

All Polish HEIs are obliged to have IP policy according to the Law

Special Purpose Body presented – introduced by Law in 2011 (now optional)

Technology transfer:

- Direct commercialisation – Technology transfer office
- Indirect commercialisation – Special purpose vehicle (SPV)

Support to technology transfer activities

- Technology transfer offices
- Academic business incubators
- Special purpose vehicle

Biggest SPV in Poland – example (INNOAGH)

### **Topic 4: Challenging issue – How to provide sustainability of the start-up**

Speaker Mr. Jon Wulff Petersen, director of Technology transfer, Copenhagen

Recommendations – build a brand of University, the image can be prevailing in technology transfer (sometimes more important than the quality of technology itself)

Example of a branded university – MIT (Massachusetts Institute of Technology) – only licensing (they do not look for business partners, business partners look for them)

Copenhagen TTO practice:

- Prioritization
- Matching projects with funds
- Support (scouts, mentors, mentors, project pilots)

Progress of technology transfer – factors of success:



- Potential (number of researchers)
- Desire (intention to transfer)
- Systems (processes and tools to make ideas investible)
- Stakeholders' involvement (investors, companies, etc.)

Speaker: TTC Belgrade, Olga Jovanovic

TTC manager presented the crowdfunding

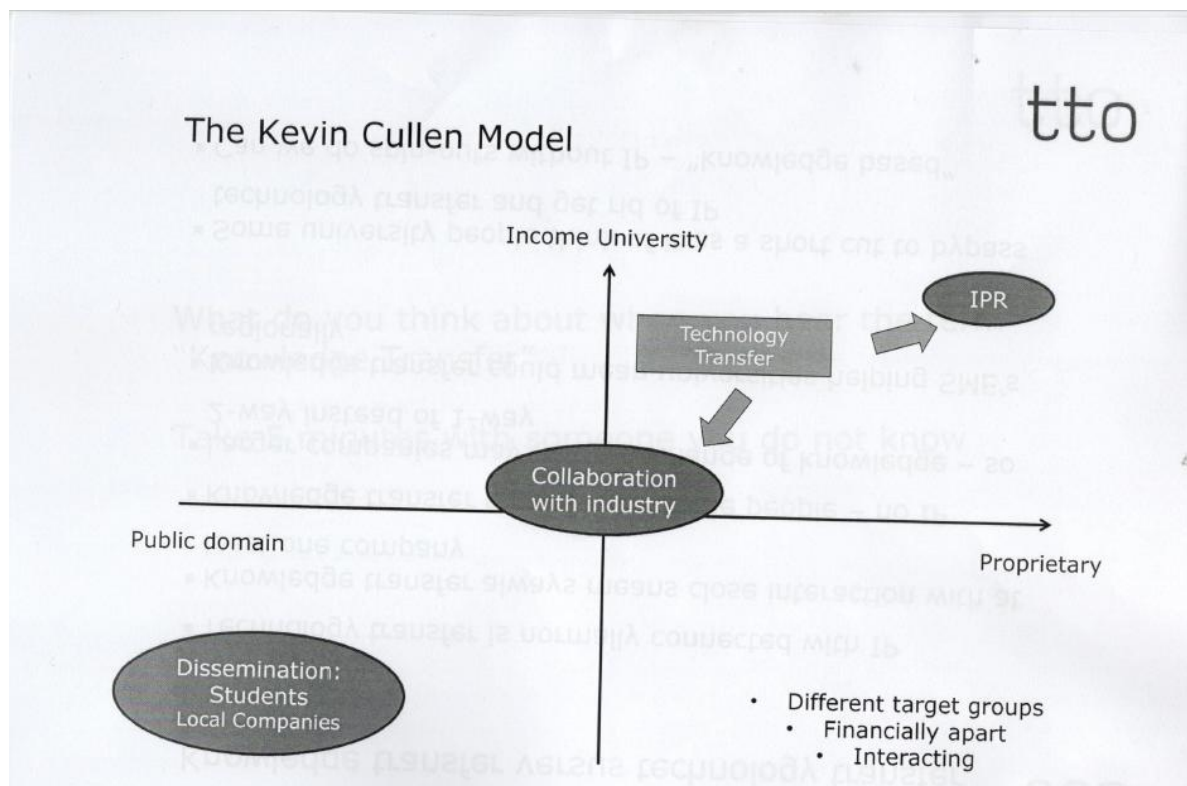
Cooperation of TTC Private investment fund from Germany (Memorandum of Understanding)

Next year – Competition on crowdfunding, training and raising awareness activities among academic members in this area

## Topic 5: Knowledge transfer – New Approach in commercialisation of research results

Speaker: Mr. Jon Wulff Peterson

Presented Kevin Cullen Model





## **Topic 7: IP marketing and start-ups – How to become an interesting “Business Case” for investors?**

Speaker: Mr. Patrick Pierre, Questel consulting, France

Make competitive advantage

Bring IP to the board:

- Convince management of university
- Convince company
- Convince that IP brings value

Understand the value and importance of intellectual property

- Reduce risks with the freedom to operate
- Differentiate and ensure future market share
- Reassure investors and increase values

The speaker presented a model that can be used by universities and TTOs:

### Methodology

Step 1 – Make your conclusion on the real value of patent

Step 2 – Continue with other IP assets, brands, soft and designs

Step 3 – Perform IP landscape and in depth analysis for each technological silo

Step 4 – Micro analysis for each technological silo

Step 5 – Compose a SWOT analysis

### Strategy

Define the IP strategy

Implement an IP roadmap

### Fitting

Follow the action plan, watch the environment and adapt your IP strategy accordingly

## **Topic 8: Successful models and cases of marketing of university start-ups**

Speaker: Justyna Ozegalska-Trybalska for Polish examples

Speaker: Jelena Petrovic for Serbian examples

The general conclusion for Serbia:

- Mindset is why we don't have more university start-ups
- Lack of easy and transparent procedures



## **Topic 9: Using marketing tools for capturing value of technology – practical demonstration**

Speaker: Patrick Pierre, Questel consulting, France

Questel = software + consulting solution

The software includes:

- Patent data bases
- Publications
- Web information

Features:

For landscape

- Mapping technical field and state-of-the-art
- Identifying trends, new players and competitors' positions

For defining strategy

- Assessing relative IP positions across industrial value chain
- Identifying competitors to evaluate performance
- Identifying strategic advantages and opportunities
- Defining strategic approach to improve one's position

Questel offers:

- Technology and competency mapping
- Ideation and white space analysis
- Players benchmarking
- Value chain positioning

Reports and graphical presentation of findings and search results are included in the software.

## **Topic 10 and 11 – Using marketing tools for capturing value of technology – practical demonstration, discussion**

Questel provided the free access to the webtool for attendees of the workshop where we had an opportunity to test its possibilities and options for our technologies.



## **Topic 12 – IP valuation of start-up assets**

Speakers: Patrick Pierre and Jon Wuldd Petersen

Why patents matter for start-ups

- They secure the technology lead and market positions by preventing imitations
- They enable licensing out of technology when complementary assets are not available internally
- Provide bargaining chips for licensing technology from other parties
- Signal value to stakeholders
- Provide collateral for debt and valuable assets in case of failure

One of the mechanisms for calculations and decision making in the TT process was presented (as follows)

I=investment

M=revenue

$I / M > 10$  seek for venture capital (best option)

$I / M$  is around 10 – seek for company as a partner

$I / M < 10$  – need extra efforts to find investors or partners

## **Topic13 – WIPO programs for supporting academic institutions to create and manage start-ups**

Speakers: Olga Spasic and Silvia Trpkovska

The speakers presented the toolkits developed by WIPO to support academic organizations in managing the process of establishment and running start-ups

Toolkits (as described already) will be available in February 2018.

Trainings to be organized were also presented.



## Photos

