



HEKATE

**Higher Education and Enterprises:
Knowledge Alliances for the Training of Entrepreneurs**

**Lifelong learning programme
ERASMUS – Knowledge Alliances**

Contract: 539468-LLP-1-2013-DE-ERASMUS-EKA

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Documentation of the workshop concept and material

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Confidential, final

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1. Introduction

HEKATE (Higher Education and Enterprises: Knowledge Alliances for the Training of Entrepreneurs)¹ is a project funded by Directorate General for Education and Culture (DG EAC), as part of the Lifelong Learning *Knowledge Alliances* Programme. Knowledge Alliances are aimed at fostering collaboration between Higher Education Institutions (HEIs) and industry through partnering in the field of education. The aim of HEKATE is to provide a means for senior R&D managers in research intensive industries to be engaged with HEIs for the purpose of encouraging a better understanding of value creation from research and entrepreneurship in the context of exploiting scientific and technical research.

The cornerstone of HEKATE is delivery of entrepreneurship training workshops for mixed groups of early career academic researchers and industry practitioners with strong technical backgrounds based strongly on hitherto inaccessible case studies from industry and academia.

The objective of the WP2 “Training development” is the development of the entrepreneurship workshop concept. The enhanced insights in value creation, exploitation of scientific and technical results as well as entrepreneurial thinking will better prepare students for their professional careers. Additionally, the WP2 shall serve as an example on how senior R&D managers can be engaged with HEIs in education of students as well as illustrate the process of building communicational channels between industry and HEIs.

This report documents the main development steps and the current status of the workshop concepts.

¹ See: hekate-project.eu

2. Development phases

WP2 started with a meeting of the partners to discuss approaches and followed with preparing a review of current entrepreneurship training approaches. The review has been produced by TUHH as a baseline for the development of the workshop concept (see Report D2.1 Report Existing Entrepreneurship Approaches, April 2014, published on the project website).

Based on the first ideas of the workshop concept, calls for contribution of industrial representatives were issued via the EIRMA meetings and dissemination channels as well as via personal contacts to industry representatives.

The report findings, meeting discussions, and contribution of the industry experts were consolidated into consistent development of two workshop concepts. The organization of the first workshops deliveries is currently ongoing.

2.1. Partner meetings (in Hamburg, Manchester)

The first partner meeting took place on 28-29 November 2013 in Hamburg and kicked off the discussions on the workshop concept. Main issues were related to a clear understanding of the target group, the definition of the scope and the format. Due to the science and technology profile of the industrial project partners, EIRMA and Solvay, the focus is set on participants with an educational background in science, technology, engineering and mathematics (STEM delegates). Additionally, targeting a mixed group of students and early career researchers was aimed to be one of the innovative features of the novel training concept of HEKATE. A mixed group of STEM delegates initially comprised master students, PhD students, postdoctoral researchers and early career industrial practitioners. However the target group was then narrowed down to fit with the training concept during the development phase.

Independently of the composition of the target group, restricted time resources of participants need to be taken into account. Strongly advocated by the industrial partners of the HEKATE project the format of the workshop should be no longer than two or two and a half days.

With respect to the scope of the workshops, the training of entrepreneurial skills of STEM delegates can cover a wide spectrum reaching from business literacy beyond innovation management to entrepreneurship itself. Due to the core objectives of the HEKATE Knowledge Alliance, the training shall not primarily stimulate students to start their own companies, but also enable a smooth start of their careers in industry. Additionally, entrepreneurial behavior in a company environment, often called “intrapreneurship”, should also be considered as a topic to be covered in the workshop content.

The industrial partners indicated that STEM graduates often lack understanding of business and the new environment when they start working in industry setting. Graduates on the other hand often have difficulties in adapting to the industrial environment and perceive their first work experience in industry setting as full of constraints. Therefore, the HEKATE entrepreneurship training shall facilitate a better transition from academia to industry as well as foster the entrepreneurial behavior within a company environment.

A two-day workshop format needs a thorough tailoring of the learning objectives and content to stimulate significant skills enhancement in the delegates. A decision had to be drawn which subset of the above mentioned skills and knowledge shall be the core of the HEKATE training. Additionally, the involvement of industry speakers shall ensure the relevance for both, the employing industry as well as the innovative career starters.

The discussion continued among all partners via e-mail and phone. In a second meeting on 26 February 2014 in Manchester, partners from the Manchester Business School (MBS) presented a first draft of a workshop concept. This concept served for the definition of needed industrial case studies as well as for refining of the MBS workshop concept.

2.2. Review on existing entrepreneurship approaches

The review provides recommendations for the design of entrepreneurship training workshops targeted at early career industry professionals and academic researchers with strong technical backgrounds derived from the conducted study². Given the project constraints, not all recommendations can be fully implemented to the HEKATE workshop concept, but are presented as a basis for further discussion. The recommendations are summarized and presented below:

1. A shift in entrepreneurship training has been observed towards open and inviting environment. A framework, where students and academic researchers are exposed to real-world situations by inviting industry experts and successful entrepreneurs is seen as a necessity for effective training. But a reverse strategy of connecting industry to academia and other external parties through entrepreneurial activities is still quite rare.
2. Elements of active and experiential learning in combination with personalized approaches are widely used and seem to be appreciated as providing effective entrepreneurship training for academic researchers and managers. As observed from the review, entrepreneurship training is becoming more customized and highly-dependent on the group of participants, industry sector and individual demands. In other words, a training content should allow facilitators to bring learning closer to an individual's professional experience.
3. An entrepreneurship workshop should also provide training in certain soft skills. Effective communication and presentation skills are essential for today's engineers. Some enterprise representatives mentioned that engineers starting their careers today must go beyond their academic backgrounds. It would, therefore, be sensible to train entrepreneurial thinking skills in addition to other subjects of entrepreneurship.

The findings derived from the review provided a first outline on the workshop content design as a baseline to further development.

2.3. Collection of case studies and industrial contributors

The dissemination channels of EIRMA as well as already existing industry contacts of MBS, TUHH and TuTech were deployed to find industry speakers/contributors and case studies for the workshop, especially among the EIRMA members. At the beginning the call for interest had a

² More information can be found in the Report D 2.1

general nature, at a later stage the needed input was defined more precisely. The repeated calls for both workshops contribution finally resulted in feedback and interest from some industry representatives.

Several industry representatives were recruited to contribute to the first set of workshops (see Annex 3 and Annex 4). The university organisers together with industry contributors are currently refining the case study material for the best fit with the learning objectives of the workshops (see annexed workshop concepts).

3. Conceptualisation of the workshop formats

Based on the results of the initial development phase, the concepts for the first two workshops were further refined. The workshops will be delivered in Manchester and Hamburg in the autumn of 2014. Each university takes a leading role in the organisation of each respective workshop. This includes design of the agenda, selection process of participants and team building as well as facilitation of the workshop. Each partner of the HEKATE team is invited to join the workshops as observer and/or contributor.

Table 1 Workshops: Date and venue

Workshop	Date	Venue
“Enterprising Scientists: Generating Value and Opportunities”	28 – 29 October 2014	Harold Hankins Building, MBS, Booth Street West M13 6PB, Manchester, UK
“Turning Ideas into Business Opportunities”	26 - 28 November 2014	TuTech Innovation GmbH, Harburger Schloßstr. 6 –12, 21079 Hamburg, Germany

The workshop in Manchester “Enterprising Scientists: Generating Value and Opportunities” will take place on 28-29 October 2014. The workshop in Hamburg “Turning Ideas into Business Opportunities” will take place on 26-28 November 2014. Although the two workshops have slightly different learning objectives, there are some similarities in learning approaches and workshop formats.

Both workshops follow experience-based learning approach allowing participants to develop entrepreneurship awareness and transferable skills. Furthermore, learning is facilitated through interactive sessions with industry speakers and real industry case studies provided by senior managers. Finally, participants of the two workshops will learn about entrepreneurship opportunities in academic and company settings as well as strengthen their entrepreneurial drive in the career development.

4. HEKATE workshop in Manchester

The key workshop concept that the HEKATE team in Manchester has developed is “**Enterprising scientists**”. This is based on the objectives of the HEKATE programme – “to build an open platform between industry and HEI” and to pilot this concept at the University of Manchester as a local environment.

The University of Manchester is one of the largest research-intensive universities in the UK. The student number is approximately 38,430 according to the University Facts and Figures 2014. Postgraduate research student population amounts to 3450, about one third of which is overseas students from outside the EU. The target population under the HEKATE project is the research students and early career researchers specialised in Engineering and Science fields, including three faculties:

- Engineering and Physical Sciences (EPS)
- Faculty of Life Sciences (FLS)
- Medical and Human Sciences (MHS)

The HEKATE team at UNIMAN is based at Manchester Institute of Innovation Research (MIIoR), Manchester Business School (MBS). The University of Manchester has been actively engaging with the Enterprise agenda over the past decade through Manchester Enterprise Centre (MEC), which provides enterprise and entrepreneurship education and related activities, both curricular and non-curricular ones, including business competitions, Enterprise Summer School, Enterprise Futures Postgraduate Conference, a workshop targeting PhD students on innovation and commercialisation of research and one year research masters programme specifically looking at commercialisation of a business venture. MIIoR has collaborated closely with MEC in developing the workshop concept.

4.1. Developing the workshop concept

Given the already well-developed enterprise and entrepreneurial support activities and training eco-system for researchers and research students at the University of Manchester, we designed the HEKATE workshop concept as a continuing spectrum across enterprise and entrepreneurship training, encompassing different opportunities for the career development of scientists. In designing the workshop, we emphasised the unique opportunity to collaborate with EIRMA member companies.

We see that enterprising scientists would find their career in industry and academia, and bridge between the two, encompassing both large organisation and small start-up firms.

Workshop concept has been built surrounding the idea of “Enterprising Scientists: Generating Value and Opportunities”. We see value and opportunities of enterprising scientists across organisational and sectoral boundaries. The workshop aims to raise awareness of early career researchers of diverse opportunities and values that can be created by enterprise activities, not only entrepreneurial start-up activities but also a broad range of commercial opportunities and application of their research ideas, throughout their career development.

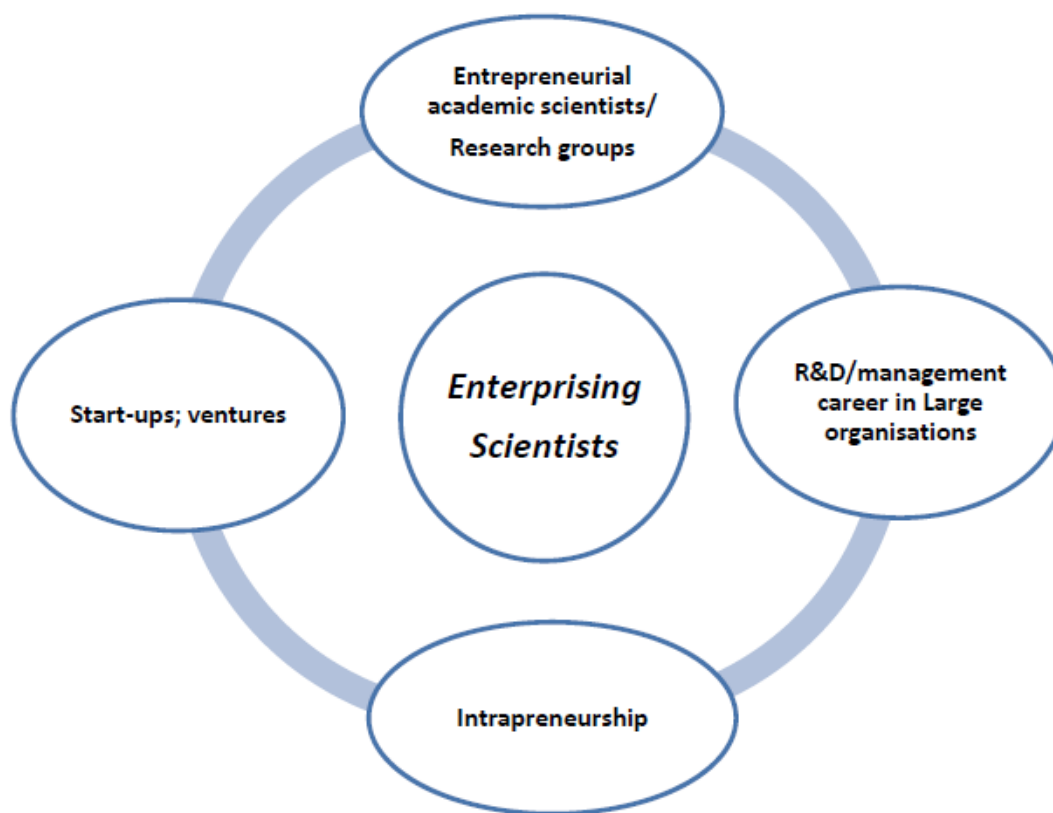


Figure 1 The “Enterprise scientists” concept

The main target of the workshop is early career researchers (mainly the final year PhD students and post-doc researchers in Science and Engineering; Life Sciences Medical Sciences fields).

4.2. Content of the workshop

The Workshop contents have been built surrounding the theme of “Enterprising Scientists: Generating Value and Opportunities”.

The workshop has been designed as an intensive and interactive two-day non-residential event organised by Manchester Business School - Manchester Institute of Innovation Research (MIIIR) and Manchester Enterprise Centre (MEC).

Drawing on the existing non-curricular training activities in enterprise and entrepreneurship, the workshop structure involves both structured talks and participatory and interactive hands-on activities. Invited speakers include enterprising scientists from academia, start-up communities and EIRMA member companies. Participants will work as a small group on case studies based on real industry experiences where they will be asked to identify and develop enterprise and business opportunities.

First day

- *The Enterprising Scientist - Experiences from academia, a large corporation and a high-tech SME*
- *The Entrepreneurial Commercialisation of Knowledge*
- *Views from practitioners*

Second day

- *Special Panel Session: The Enterprising Scientist – making a career with enterprise*
- *From Idea to Reality – industrial case studies (EIRMA contribution)*
- *Stakeholder Management*

The first day consists of “ice breaking” role play and a series of guest talks from Enterprising Scientists, including academia, a start-up and venture perspectives. One of the sessions provides the participants with the framework of developing business ideas and commercialisation of knowledge, so that the participants share understanding of the enterprise and entrepreneurial processes.

Building on the first day, the second day constitutes more interactive activities, starting from a panel session on enterprise career development. This is followed by an industry case studies developed in collaboration with the EIRMA member company. The role play session on stakeholder management makes the participants face the complex processes of enterprise development and business growth.

The final session brings the two day session together, including discussion amongst the participants about the next step, identifying available resources and support mechanisms within the Manchester context and beyond.

The first workshop aims to test the concept and contents of the workshop, and also to see the scalability of the workshop. The feedback from the participants and suggestions for future workshop activities would be vital.

The details of the two-day workshop structure are presented in Annex 1.

5. HEKATE workshop in Hamburg

The workshop “Turning Ideas into Business Opportunities” is intended for a mixed group of PhD students, early-stage researchers and early-career young professionals from industry in scientific and technical disciplines. The workshop involves senior academics and R&D managers anchoring learning experience of participants by coaching/training, lectures, classroom discussions, presentations and real industry case studies. Participants will learn strategies and tools to pursue a business idea throughout different development stages within both company and academic settings. The aim is to strengthen the entrepreneurial drive and the innovation skills among participants.

The main developer and organizer of the workshop in Hamburg has been Institute for Marketing and Innovation (IIM) of the TUHH with contribution of MBS, TuTech, EIRMA and Solvay. Founded in 1978, TUHH is Germany’s youngest technical university. The TUHH is organised as a “matrix structure” of research centres: professors belong to schools and research is done in nine interdisciplinary research centres. TUHH was the first public German university to found a private technology transfer company, TuTech, in 1992.

Enhancing the entrepreneurial output of the university is a key pillar of the universities strategy: TUHH has started the “TUHH Startup Dock” initiative aiming at (1) strengthening the entrepreneurial culture on the campus, (2) integrating education and training into all study programs, and (3) bringing coaching, incubation and financing of new ventures to a new level. In January 2013, TUHH was one of 12 universities awarded with funding under the German Federal Ministry of Economics and Technology (BMWi) for supporting entrepreneurship in German universities.

5.1. Developing the workshop concept

The concept of the workshop in Hamburg was developed on the basis of the review on entrepreneurship training (published as Report D2.1). Through series of interviews with HEIs and company representatives it was discovered that today’s graduates in engineering and science are required to go beyond their technical expertise and encouraged to be innovative in both, academic and business settings. Furthermore, entrepreneurial skills are crucial for exploiting the commercial potential of ideas and technologies – regardless whether it is to happen in an academic institution or in a technology-based company.

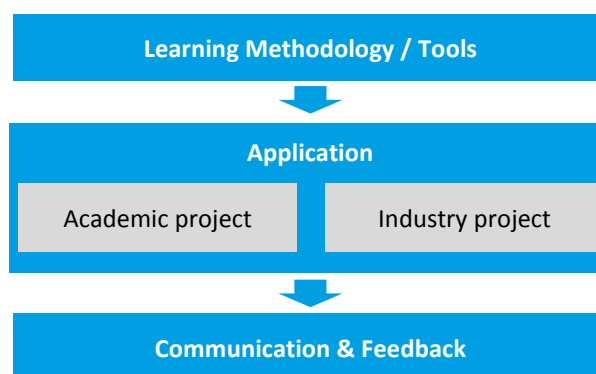


Figure 2 Framework of the workshop

As shown in Figure 2, the workshop follows a “methodology-application-feedback” framework. Learning practical tools and business methodologies participants develop their business ideas throughout the workshop. Such a framework aims at strengthening communication skills and at simulating business environment bringing participants closer to real business situations.

Furthermore, given the recommendations from the review on entrepreneurship training learning is facilitated with interactive elements such as: live classroom discussion with industry speakers, case studies, role plays and pitching to the jury panel.

The workshop takes an innovative approach in mixing industry practitioners and academic researchers and building tandem-teams consisting of a practitioner and a researcher. Each tandem-team works on one business idea, either of a researcher or of a practitioner, thus benefiting from their professional experience and different working styles.

5.2. Content of the workshop

The workshop lasts two and a half days starting with the networking dinner, where participants get to know each other, following with two days of intensive learning and resulting in a “pitching” session, where teams pitch their ideas to a jury panel consisting of industry experts, senior managers and entrepreneurs. The workshop offers tandem-team work as well as interactive group exercises and discussions. A detailed programme is presented in Annex 2.

Table 2 Content of the workshop in Hamburg

Day 1
<p>Get to know each other Welcome and networking dinner</p>
Day 2
<p>Improve your idea, share with others and learn from real entrepreneurs</p> <ul style="list-style-type: none"> - Develop ideas: <i>Use creativity techniques and benefit from team work</i> - Speed up ideas: <i>Learn how to analyse ideas quickly</i> - Switch into realization: <i>Learn from experts how to turn ideas into projects</i>
Day 3
<p>Learn business techniques, get coached and pitch!</p> <ul style="list-style-type: none"> - Create a business proposal: <i>Apply evaluation tools and learn from professional evaluators</i> - Pitch your idea: <i>Train how to bring your case across</i> - Evaluation and Feedback

The agenda of the workshop shown above is designed in such a way to develop an entrepreneurship spirit among participants; to train the use of business development tools and learn how to effectively deliver a message to different audience; as well as establish contacts with peers and get to know successful entrepreneurs, industry experts and senior managers from large multinational corporations.

6. Follow-up and further improvements

The workshop concepts presented earlier are based on the research findings and current trends in the entrepreneurship training. However in practice it is often the case that certain elements of the programme might not work as they were planned.

Based on the feedback of participants and direct observations, the current programmes of the workshops might be further refined. Changes might also be required in the conceptual part. Thus the experience of delivering the first set of workshops as well as partners follow-up meeting will be the basis for further improvement and changes.

The next set of workshops in Manchester and Hamburg is planned in spring 2015.



Annex

Annex 1 Programme of the workshop in Manchester “Enterprising Scientists: Generating Value and Opportunities”

DAY ONE TUE 28 OCT; HH 10.04/05			
8.30- 9 am	Registration and coffee		
9.00-9.15	Welcome Session	Welcome Overview of the two days	Lynn Sheppard/MEC Jakob Edler/MIoIR; HEKATE Fumi Kitagawa/MBS
9.15-10.00	Making Money from Ideas	Case study/Role play Protecting your ‘Aha!’ moment	Phil Gamlen/MBS
10.00-11.00	View from a Practitioner- Growing Businesses	[tbc]	Paul Strzelecki/ Nuclear Capital Partners
	Coffee break		
11.15-12.15	View from Academia – The Enterprising Scientist	‘Where’s my clone, dude?’	Paul Townsend/MHS
12.15-13.15	Lunch		
13.15-14.30	The Entrepreneurial Commercialisation of Knowledge	The Journey; The Resources The Markets; The Barriers; The Joy	Martin Henery/MEC
	Coffee break		
15.00-16.00	View from a Practitioner- From Science to Business	‘Bicarb to BioTech’	John Nicholson/ Gentronix
DAY TWO WED 29 OCT; HH 10.04/05			
8.30- 9 am	Coffee		
9.00-9.15	Overview of the second day		Fumi Kitagawa/MBS
9.15-10.30	Special Panel Session – The Enterprising Scientist: Making Career with Enterprise	<i>The career and Personal Development opportunities for scientists in academia, large MNE and start-up companies</i>	Panel speakers Curtis Dobson; Farid Khan; Colin Mumme-Young
	Coffee break		
10.45-12.00	From Idea to Reality (1)	Innovation inside a large company; intrapreneurs/ entrepreneurs	Thierry Piret/ Solvay Ventures
1200-13.00	Lunch		
13.00-14.30	From Idea to Reality (2)	Case study/Role play of Entrepreneurial Business venture	Facilitated by Thierry Piret/ Solvay Ventures
	Coffee break		
14.45-16.00	Stakeholder Management	Case Study/Role Play. Who’s with you and who’s against you, and what to do about it.	Nick Clifford and Phil Gamlen/ MBS
16.00-16.30	Where Next? Resources and opportunities	Where do I go next and who/what can help me?	Lynn Sheppard/MEC Tony Walker/ UMIP/UMIC
	Feedback from the participants		And all

Annex 2 Programme of the workshop in Hamburg “Turning Ideas into Business Opportunities” (work in progress)

TIME	SESSION	FORMAT	FACILITATOR	CONTENT OUTLINE
Arrival Day (26 November 2014)				
18:00	Registration		Workshop facilitator	
18:15 – 18:30	Welcome			
18:30	Team-building			
	Dinner			
1 Day (27 November 2014)				
8:30 – 9:00	Introduction round	Discussions	Workshop facilitator	Introduction and warm-up session
9:00 – 10:45	Idea Development	Presentation and group work (2x12)	Corina Kuiper	Learning methods and techniques with following application to own business idea E.g.: “design thinking process” methodology
10:45 – 11:00	Coffee break			
11:00 – 12:00	Speed – ideas sharing	Group work (4x6)	Corina Kuiper	Participants present own ideas to each other in groups, possibly using a “water-hole” technique
12:00 – 13:00	Lunch			
13:00 – 14:30	From Idea to Project	Two presentations supported by facilitated discussion	1. Chris Shilling (EIRMA member, Diagnostics) 2. Peter Heydeberck (Pharma)	First steps before idea turns into a financed project within company and academia settings. Strategies and models to overcome typical challenges and barriers when developing a business idea in unfavourable environment, e.g. management attitude, skills/recourses needed, IP rights etc.
14:30 – 14:45	Coffee break			
14:45 – 16:00	Stakeholder Management Game	Group work	tbd	Role play
16:00 - 16:30	Evaluation & Close out		Workshop facilitator	Evaluation smiley sheets. Reflections and feedback

2 Day (28 November 2014)				
9:00 – 10:30	Business Opportunity Evaluation	Presentation and group work (2x12)	Prof. Dr. Christian Lühje / Prof. Dr. Christoph Ihl	Framework and tools (e.g. Business Model Canvas, SWOT-analysis) with application to own business idea
10:30 – 10:45	Coffee break			
10:45 – 12:00	Keynote Speaker	Presentation, Case study and facilitated discussion	Thierry Piret , head of Solvay Ventures	What are the things that BA /VC / Top management value when starting a new business? What are the criteria of a business idea evaluation?
12:00 – 13:00	Lunch			
13:00 – 15:00	Pitching skills	Presentation, group work (2x12), coaching	Professional pitch coach	How to design a value proposition and bring a message across: elevator pitch, pitching to different stakeholders. Video examples. Learning methods and techniques, e.g.: NABC approach from Stanford RI (need, approach, benefits, competition). Personal coaching
15:00 – 15:15	Coffee break			
15:15 – 17:45	Pitching Event		Jury member: Thierry Piret, Prof. Dr. Christoph Ihl, tbd..	Ideas pitch, Q&A, jury feedback
17:45 – 18:15	Evaluation & Close out		Workshop facilitator	

Annex 3 Call for EIRMA member support on 1 January 2013



Higher Education and Enterprises: Knowledge Alliances for the Training of Entrepreneurs

Call for EIRMA Member support

Background

EIRMA is a partner together with TuTech innovation, Hamburg University of Technology, Manchester Business School and Solvay in a project which has won funding from the European Commission under the Lifelong Learning Programme 'Knowledge Alliances'. 'Knowledge Alliances' are intended to bring together businesses and higher education institutions to strengthen and develop Europe's innovation potential via the provision, for example, of new higher education learning and teaching methods.

HEKATE is a project that is positioned specifically in the topic '*Fostering entrepreneurial skills and attitudes, by promoting transversal skills through the inclusion of entrepreneurship education throughout higher education programmes.*'

The above mentioned partners have come together to find a means for experienced managers of new business development in technology based industries to become involved in inspiring particularly postgraduate students in science and engineering towards careers in innovation. This is in line with a general movement within higher education to promote 'entrepreneurial thinking' amongst students and to help them acquire a better understanding of the world of enterprise. On the other side, there is an articulated a desire from industry to recruit S&T graduates/post-docs with more business acumen than is currently the case.

Project content

The main focus of HEKATE is to build up a portfolio of case studies based on real life new business development examples involving technological development, successful or otherwise, as told by people who have experienced them and to use these as training material to convey a feeling of what innovation and new business development involves. The target group for the training are PhDs/Postdocs in scientific and technical disciplines who have had very little exposure to the processes involved in bringing a technology to market.

The overall model for the proposed HEKATE workshops is partly based on experiences from a complementary skills training scheme developed for PhD candidates called REMAT (see www.remat4skills.eu). REMAT has proven to be highly popular amongst graduate schools and PhD candidates because it allows participants to gain a snap shot of skills such as grant acquisition, project management, how to commercialise research in a hands-on way, but delivered in a very efficient format so that it does not demand too much time away from the PhD.

The aim with HEKATE is to develop something similar, but to benchmark different approaches on content. The workshops are being developed by the partners. It is hoped however that those providing the case studies may be part of the delivery of workshops to also act as role models.

The experiences will be summarised and then a roadmap proposed for how EIRMA could support similar schemes in the future, with the aim of improving the education of S&T students by giving them a broader perspective of the application of their chosen field/knowledge and attracting them to careers in innovation.

Although there are many business management books telling the stories of well-known new businesses and products, usually focussing on the personalities involved, there is actually a very small supply of well described case studies for use in training.

A key outcome of the project is also to develop a roadmap for how EIRMA might in future assist in providing practical support for people wishing to enter R&D management.

Calling EIRMA members

The key to the success of the project is recruitment of experienced R&D, innovation/new business development managers with good stories to tell.

We are therefore looking to recruit supporters for this venture who have the following profile:

1. Are personally committed to/interested in teaching students in the ways of industry:
This is missionary work!
2. Have at their disposal a case study, or narrative, of how a new product or process has been brought to market (or one that nearly got there!) that can be adapted for didactic purposes i.e. in a form that the workshop participants can be confronted with decision points in an unfolding scenario. The case should include a history of the key challenges faced and strategic decisions taken. (The aim is to convey some of the excitement and show the risks and decisions that have to be made to make an idea become a commercial success).

3. Can spare some time

This does not have to be a huge commitment of effort as the partners will support the tailoring of the case material, but it does mean some commitment. It is hoped that your company will see this as valuable outreach. The European funding is very limited and does not cover the costs of the partners in the project, so unfortunately there is no payment available.

Although we would argue that the main incentive to support this lies in the general self-interest of industry to ensure a positive image of industrial careers prevails, it also provides each specific company with an opportunity to connect with a wide variety of potential employees.

Supporting the project also will help EIRMA promote the interests of R&D management.

Contact

For further information please contact either

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Or the Project Coordinator

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Remmert-rieper@tutech.de

www.hekate-project.eu

Request for Information

As part of the HEKATE project a review is being undertaken of training programmes for entrepreneur- and intrapreneurship offered at universities and within companies.

We would be very grateful if you could reply to the following questions:

Intrapreneurship training programs

Q1 Is intrapreneurship or business venturing training offered in your company?	YES	NO
Q2 Are other activities (business plan contests, start-up workshops) with focus on entrepreneurship, intrapreneurship or corporate innovation offered to employees of your company?	YES	NO
Q3 Do you work with external organisations (business school, university, commercial training provider, management consultancy) to provide the above?	YES	NO

If you are able, please give brief details on Q2 and Q3

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Contact

Your name	
Your company /affiliation	
Contact email	

THANK YOU FROM THE HEKATE TEAM!

Annex 4 Call for EIRMA member support on 12 June 2014



HEKATE

**Higher Education and Enterprises:
Knowledge Alliances for the Training of Entrepreneurs**

www.hekate-project.eu

Call for EIRMA Member support – MISSIONARIES SOUGHT!

Background

EIRMA is a partner together with TuTech Innovation, Hamburg University of Technology, Manchester Business School and Solvay in a project which has won funding from the European Commission under the Lifelong Learning Programme 'Knowledge Alliances'. 'Knowledge Alliances' are intended to bring together businesses and higher education institutions to strengthen and develop Europe's innovation potential via the provision, for example, of new higher education learning and teaching methods.

HEKATE is addressing the topic '*Fostering entrepreneurial skills and attitudes, by promoting transversal skills through the inclusion of entrepreneurship education throughout higher education programmes.*'

The goal of HEKATE is to provide a means for experienced managers of new business development in technology based industries to become involved in inspiring postgraduate students in science and engineering towards careers in innovation. This is in line with a general movement within higher education to promote 'entrepreneurial thinking' amongst students and to help them acquire a better understanding of the world of enterprise. On the other side, there is an articulated desire from industry to recruit S&T graduates/post-docs with more business acumen than is currently the case.

A key outcome of the project is also to develop a roadmap for how EIRMA might in future assist in providing practical support for people wishing to enter R&D management.

Calling EIRMA members!

Although there are many business management books telling the stories of well-known new businesses and products, usually focussing on the personalities involved, there is actually a very small supply of well described case studies for use in training. So for HEKATE we are looking for experienced R&D, innovation/new business development managers with good stories to tell to become involved in workshops being developed:

1. Workshop "Enterprising opportunities in Science - from R&D to new businesses creation" at Manchester Business School on 28 – 29 October 2014 (repetition planned for Jan/Feb 2015)

Topic 1.1: "The Enterprising Scientist (1) – The intrapreneur and the entrepreneur"

How do bigger companies deal with the issue of entrepreneurship and radical innovation?

Contributor sought: R&D, corporate venture manager who has learned some transferable lessons!

Topic 1.2: "The Enterprising Scientist (2) – Making a career out of enterprise – career and personal development opportunities in companies"

How can you make a career as a scientist in industry? What are the career and personal development opportunities in big and small companies and the psychometrics and competences required?

Contributor sought: charismatic and credible speaker from human resources function or senior R&D management, who knows about careers in multinationals and in SMEs.

Topic 1.3: "From Idea to Reality (1) – Innovation inside of companies"

What is involved in bringing ideas to market? Examples of innovation management from an EIRMA member company bringing out the different phases of the development and the skills required.

Contributor sought: Business or R&D manager from a multinational enterprise

Topic 1.4: “From Idea to Reality (2) – Entrepreneurial business”

In contrast to above, what are the challenges of going it alone? How to go about developing your own business, particularly when dealing with large companies.

Contributor sought: Someone who has built a business.

2. Workshop “Entrepreneurship – is it for you?” at Hamburg University of Technology in November 2014 (repetition probably March 2015)

Topic 2.1: “From Idea to Project (1) – First steps before idea turns into a financed project.”

Similar to topic 1.1 above - How do bigger companies deal with the issue of entrepreneurship?

Contributor sought: Successful intrapreneur in a bigger company

Topic 2.2: “From Idea to Project (2) – Strategies to meet the challenges”

What strategies and models are used to overcome typical challenges and barriers when developing a business idea in unfavourable environment, e.g. management attitude, skills/recourses needed, IPR etc.

Contributor sought: Successful entrepreneur or advisor

Topic 2.3: “What is a good business idea”

What are the things that business angels, venture capitalists and top management value when starting a new business? What is a good business idea?

Contributor sought: Company representative from corporate development, venture capitalist or business angel

Topic 2.4: “Pitching event” – members for the jury needed

Ideas pitch, Q&A, jury feedback

Contributor sought: Company representatives, entrepreneurs

Are you the person we are looking for? Please contact us:

We are happy to provide further information and look forward to your reply:

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THANK YOU FROM THE HEKATE TEAM!