

# WIPO/IDB REACH TRAINING WORKSHOP ON IP, SURINAME



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KASPER BIRKEHOLM MUNK, DTI / THE INVENTOR ADVISORY SERVICE, 2016

# BIO



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Kasper Birkeholm Munk  
Lead, Inventor Advisory Service  
Center for Ideas & Innovation  
Danish Technological Institute  
[Linkedin](#)

## My passion and engagements:

- Research: university-industry relations and commercialization of research
- Intellectual Asset Management consultant
- Entrepreneur and inventor (a couple of smaller startups and one bigger)
- Blogger, writer and contributor in the field of innovation and entrepreneurship
- Past 7 years: inventor advisor, coach and sparrings partner for inventors, entrepreneurs and start-ups

# MY TOPICS



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## SECTION 1:

- **NURTURING THE IP NARRATIVE**
  - THE DANISH INVENTOR ADVISORY SERVICE
  - COMMERCIALIZATION OF IDEAS IN PRACTISE
  - LICENSING AS A BUSINESS MODEL

## SECTION 2:

- **INTRODUCTION TO IDEA VALIDATION**
  - A NEW PARADIGM
  - THE VALUE PROPOSITION
  - PROTOTYPING
  - IDEA VALIDATION METHODS



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# BURNING QUESTIONS?

WHAT QUESTIONS DO YOU HAVE TO THE TOPIC?  
WHAT KNOWLEDGE WOULD YOU LIKE TO WALK OUT WITH TODAY



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# SECTION 1: 13.30-14.30

## NURTURING THE IP NARRATIVE

- THE DANISH INVENTOR ADVISORY SERVICE
- COMMERCIALIZATION OF IDEAS IN PRACTISE
  - THE STRATEGIC & TACTICAL CONSIDERATIONS:  
IPR – WHY, HOW AND WHEN?
- LICENSING AS A BUSINESS MODEL



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# THE INVENTOR ADVISORY SERVICE

FROM CITIZENS IDEAS TO GROWTH

# WHAT WE BELIEVE

**CREATIVITY IS NOT AN  
EXOTIC POWER OWNED  
BY PEOPLE WEARING  
FUNNY CLOTHES – IT'S  
ENDEMIC IN HUMAN  
NATURE** (Ken Robinson)

- WE SEE CITIZENS AS A GREAT INNOVATIVE RESSOURCE
- VALUABLE IDEAS AND CONCEPTS ARE NOT ONLY CREATED IN FANCY LABORATORIES BUT ALSO APPEAR DUE TO EVERYDAY INSPIRATION
- THE ABILITY TO GET A NEW IDEAS CAN BE TRAINED
- IT IS OUR MANDATE TO EDUCATE AND TRAIN THE VALUE CREATORS OF THE FUTURE





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TRAINERS  
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because *mindset matters*  
...since 2011



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EACH YEAR

+5000 CITIZENS COUNSELLED

1000 UNIQUE INVENTIONS SCREENED

10-12 LICENSE AGREEMENTS



2500 STUDENTS & TEACHERS TRAINED

TEN THOUSANDS OF IDEAS & PROTOTYPES DEVELOPED

# THE PROCESS

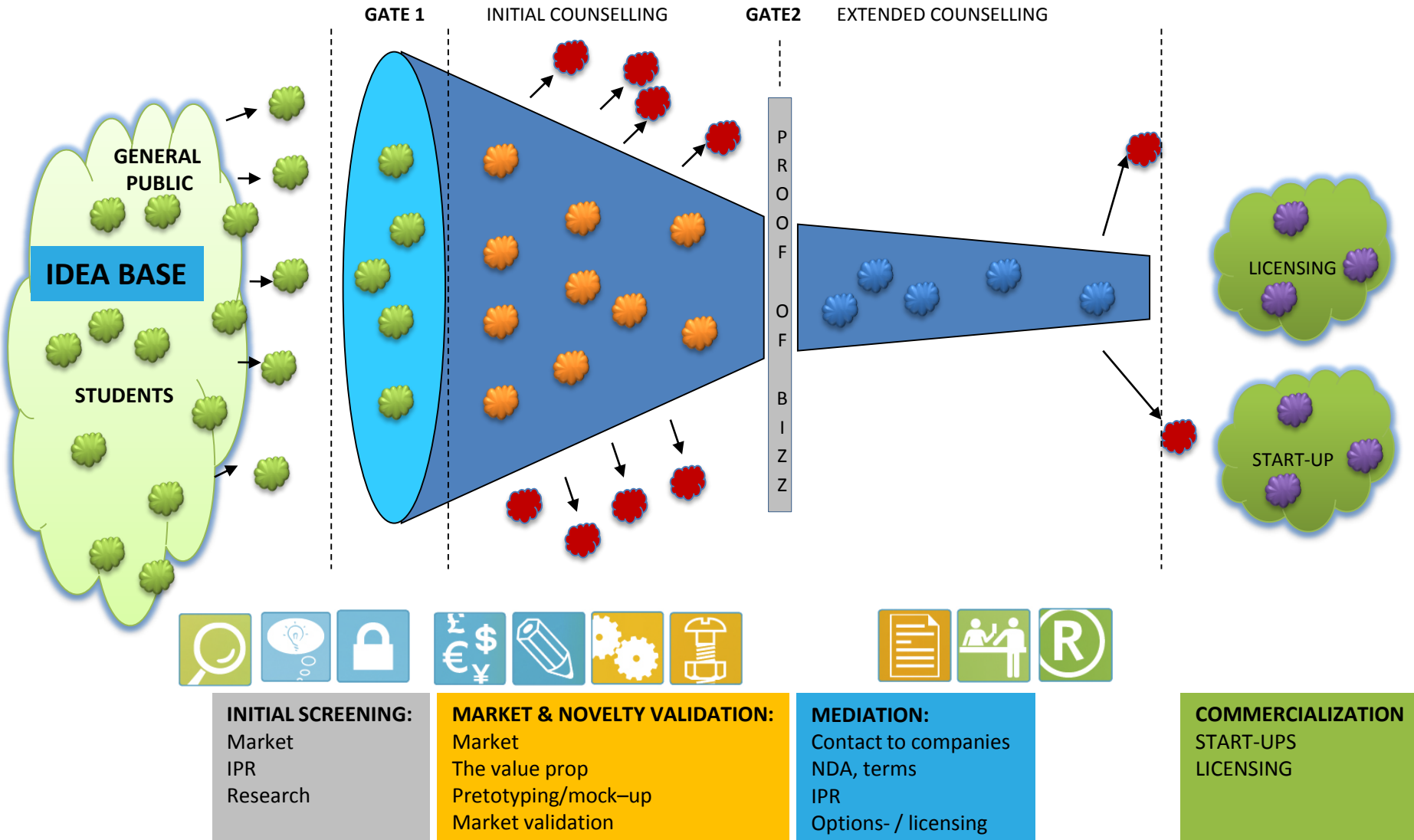


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**WHY ARE WE FAILING?**



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**MASSIVE**  
FOCUS ON

**IPR**

**I S ~~V~~ E**

**IDEA**

**STRUCTURE**

**~~VALIDATION~~**

**EXECUTION**



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**MINDSET**

B

**APPROACH**

**"UNDER-RESEARCHED OVER-EXECUTION"**

**TECHNOLOGY FETICHISM**

**ONLY 1 BUSINESS MODEL**

# #MINDSET



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# CONSTRUCTED REALITY

WITH LACK OF:

OPENNESS INVOLVEMENT OBJECTIVITY TRUST

# #APPROACH



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B

## TYRANNY OF THE POC

- THERE'S NO NATURAL LINK BETWEEN SOLUTION AND PROBLEM
- DOABLE IS NOT THE SAME AS FEASIBLE
- STEALTH R&D
- NO PROTOTYPE SELLS ITSELF NOR CREATES A MARKET THAT IS NOT THERE

# THE APPROACH



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## PROOF OF BUSINESS IS A PRECURSOR TO PROOF OF CONCEPT

- WE HELP INVENTORS FIND THE RIGHT IT BEFORE BUILDING IT RIGHT
- WE HELP INVENTORS FOCUS ON BENEFITS INSTEAD OF FEATURES

BECAUSE:

NO PROTOTYPE SELLS ITSELF NOR CREATES A MARKET THAT IS NOT THERE

PROOF OF CONCEPT

VS

PROOF OF BUSINESS

BIG VALUE INCREASE  
BIG RISK REDUCTION



# COMPARING THE TWO APPROACHES



## PROOF OF CONCEPT

**LINEAR**



**TECHNOLOGY-DRIVEN**



**RISK ADVERSE**



**PUSH STRATEGY**



**LATE FAILURES**



**SECRECY**



**IPR INTENSIVE**



## PROOF OF BUSINESS

**NON-LINEAR**

**MARKET-DRIVEN**

**RISK MINIMIZING**

**PUSH AND PULL STRATEGY**

**EARLY FAILURES**

**OPENNESS**

**TRUST INTENSIVE**



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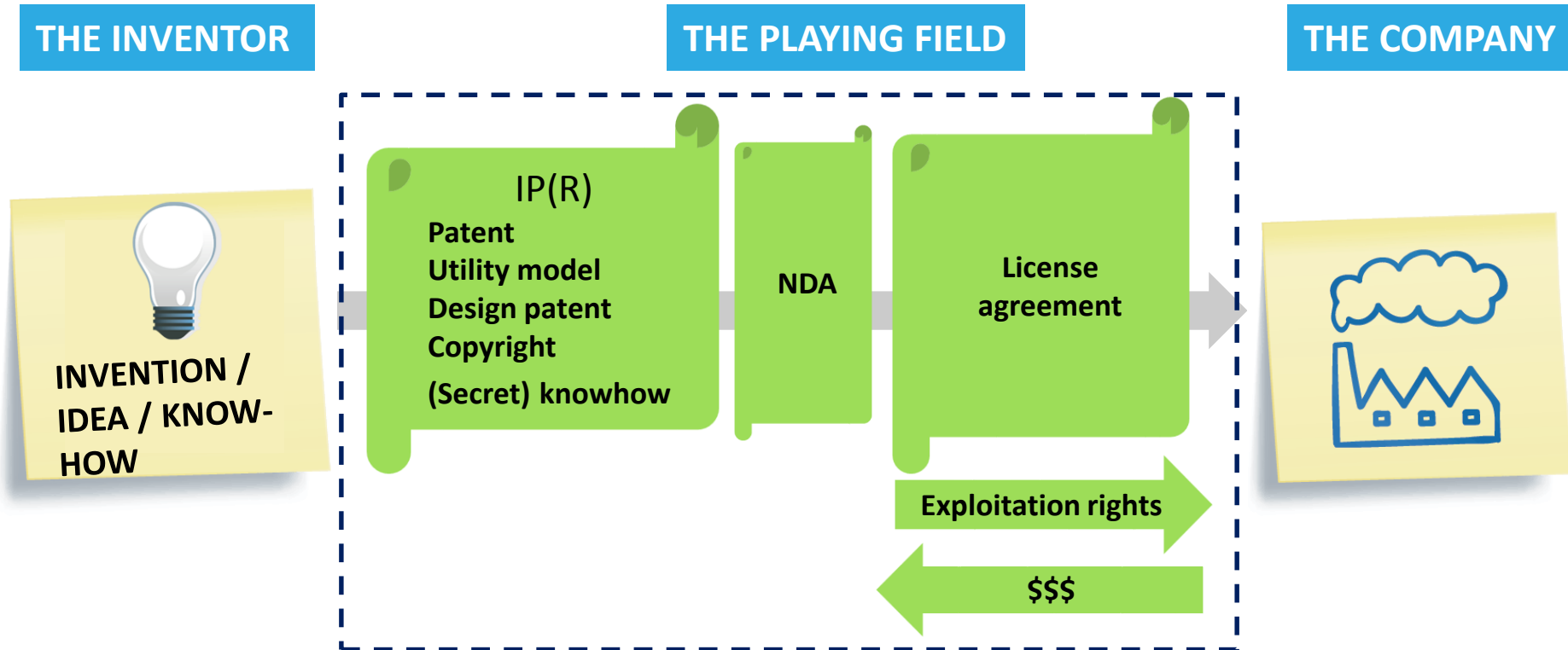


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# LICENSING

A few practical notes and thoughts before the exercise

# LICENSING



The **licensing agreement** is a legal contract between two parties, known as the licensor and the licensee. In a typical licensing agreement, the **licensor grants the licensee the right to produce and sell goods, apply a brand name or trademark, or use patented technology owned by the licensor.**



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# LET YOUR IDEA DECIDE THE BUSINESS MODEL



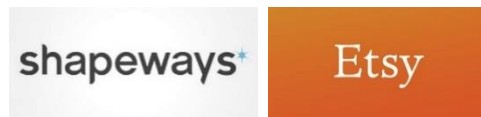
- 3 DEFINING FACTORS:**
- 1. YOUR ASPIRATION**
  - 2. RESSOURCE ACCESS**
  - 3. RISK TOLERANCE AND REVENUE EXPECTATIONS**

## LICENSING



## STARTUP

### KICKSTARTER



## SOCIAL ENTREPRENEURSHIP

detSOCIALE VÆKSTprogram

# START-UP

**ADMIN:**  
CONSTRUCTION / ACCOUNTING / GOVERNANCE / INSURANCE / APPROVALS / FUNDING / BUILD ORGANISATION

**PRODUCT DEVELOPMENT:**  
DESIGN / CONSTRUCTION / PROTOTYPING / SOURCING / TOOLING / PRODUCTION / TAXES / FREIGHT ETC.

**MARKETING:**  
PACKAGING / MARKETING / PR / SALES MATERIAL / WEBSITE / PRICING

**SALES:**  
SALES PLANNING / END USER SALES / RETAIL SALES / RECRUITMENT / SALES MATERIALS

**OPERATIONS:**  
INVENTORY / PRODUCTION / FREIGHT / LOGISTICS

**LEGAL:**  
IPR / CONTRACTS / INFRINGEMENT / FTO

**FINANCIAL RISK:**  
HIGH COST / RISK OF GOING BELLY UP

**FINANCIAL GAIN:**  
40-100% OF SALES

**TIME TO MARKET:**  
2-5 YEARS



# LICENSING

**ADMIN:**  
KEEP TRACK OF SIMPLE EXPENSES

**PRODUCT DEVELOPMENT:**  
DESIGN / PROTOTYPING / PRESENTATION / IPR

**MARKETING:**  
INVENTION / PRODUCT PRESENTATION

**SALES:**  
FIND LICENSEE / CONTACT / PRESENTATION / NEGOTIATION / LICENSE AGREEMENT SIGNING

**OPERATIONS:**  
N/A

**LEGAL:**  
INVESTIGATE IPR PROTECTION POSSIBILITIES

**FINANCIAL RISK:**  
LOW COST / RISK: NO INTERESTED LICENSORS

**FINANCIAL GAIN:**  
5% OF SALES

**TIME TO MARKET:**  
1-12 MONTHS



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# MINDSET



**TRIAL/FAILURE**

**SHARING**

**VALIDATION**

**INVOLVING**

**COLLABORATION**

**TRUST**

**HANDS-ON**

**OPENNESS**

**EMPATHY**

# THE IMPACT FOR SOCIETY



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BEST 16 INVENTIONS /2000-2009

**370** MILLION **EUR** **TURNOVER** **1000** FULLTIME **JOB**S

ACHIEVED THROUGH THREE INTERLINKED PROGRAMS



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## TAKE AWAYS FROM THIS SESSION

- Mindset change
  - Collaboration, trust, openness, sharing...
- IPR is important but:
  - make strategic and tactical considerations
  - Timing
  - Cost vs. revenue
- Consider more than one business model
  - Let the idea decide the business model
  - Licensing is an option
- Change the approach
  - Proof of business KING. Unhail the POC!



A close-up portrait of a woman with light brown, wavy hair and wide, light blue eyes. She has a surprised or intense expression. A strip of pink tape is wrapped around her mouth, covering her lips. The background is dark and out of focus.

LESS TALK - MORE DOING!



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## SECTION 2: 14.30-15.30

### IDEA VALIDATION

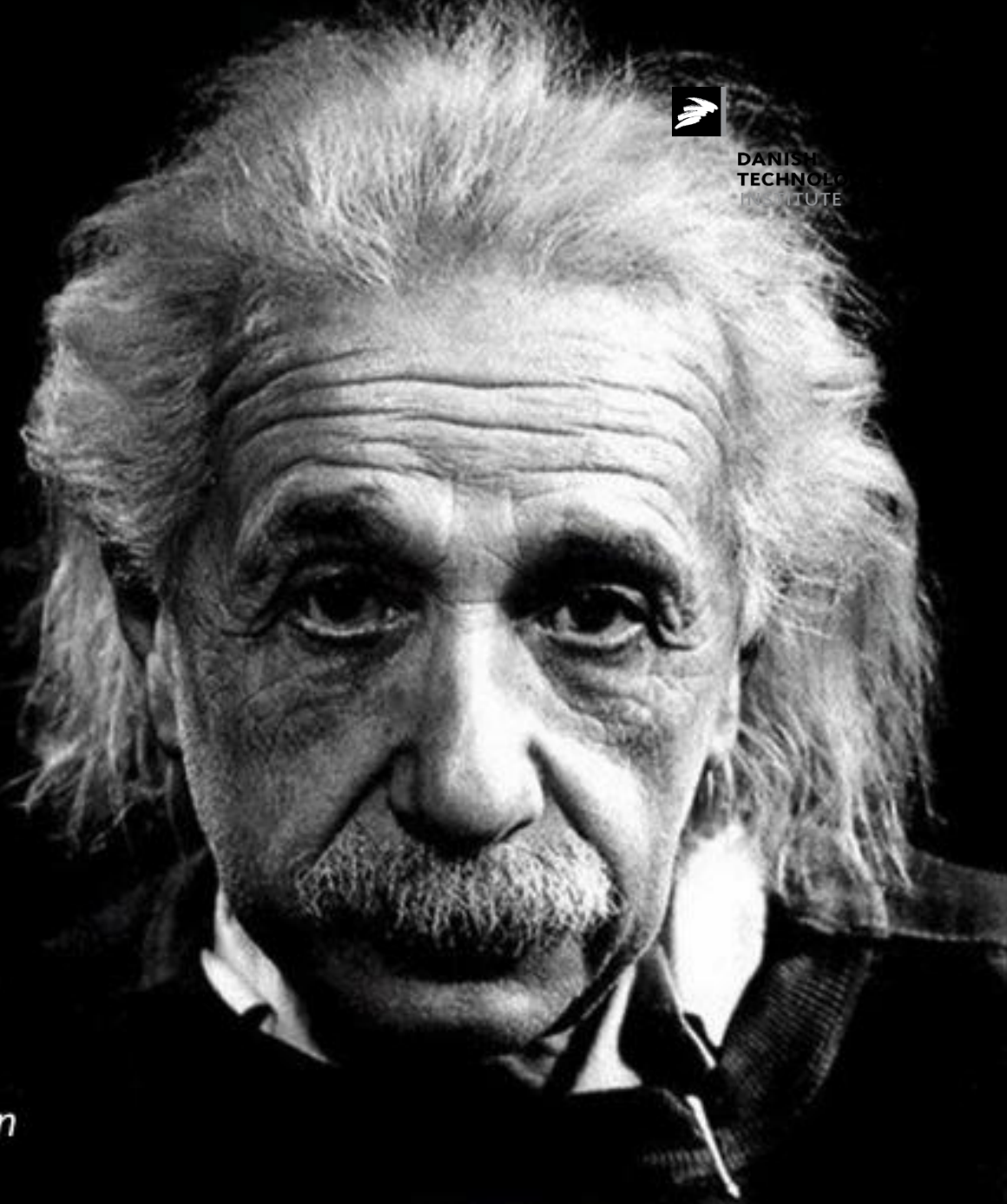
- A NEW PARADIGM
- THE VALUE PROPOSITION
- PROTOTYPING
- IDEA VALIDATION METHODS

"If I had an hour to solve a problem and my life depended on the solution, I would spend the first 55 minutes determining the proper question to ask, for once I know the proper question, I could solve the problem in less than 5 minutes."

- *Albert Einstein*



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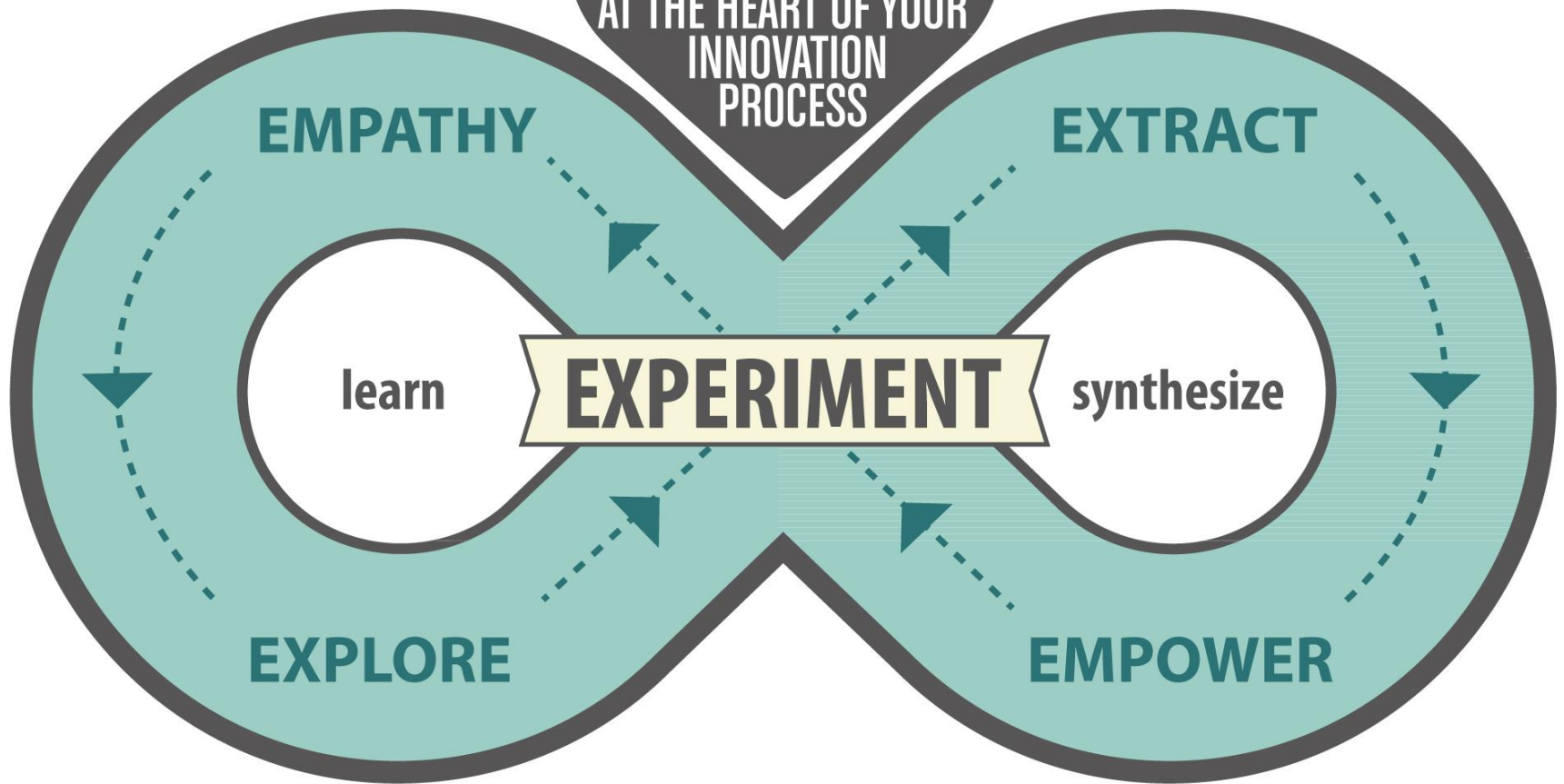
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**STOP SEEING THE WORLD THROUGH THE  
LENS OF TECHNOLOGY AND START SEEING  
TECHNOLOGY THROUGH THE LENS OF DEEP  
HUMAN NEEDS AND WANTS.**

**IT'S A SIMPLE MINDSET ADJUSTMENT THAT  
CAN MEAN THE DIFFERENCE BETWEEN  
FAILURE AND SUCCESS**



PUT  
THE EXPERIMENT  
AT THE HEART OF YOUR  
INNOVATION  
PROCESS





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**80% of all product introductions fail, even though, the products are really well executed....**

### **Typical flaws...**

- **Too early launch and overpromise (windows vista)**
- **The product end in a limbo (coca cola c2)**
- **The product defines new category and requires substantial consumer education (anti sleep pilot)**
- **The product is revolutionary but doesn't solve a problem (Segway...and the anti sleep pilot)**

**PROBLEM: WEAK VALUE PROPOSITION**



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**Validating a product idea: an all-important step to take to avoid wasting time and money building a product nobody wants. It seems like an obvious thing to do, however many times it's a step that gets pushed aside.**

**Why? It could be because:**

- **We think we already know what our audience wants and will pay for.**
- **We're anxious to actually begin creating something and rush through the research phase.**
- **We don't know how to validate.**
- **A combination of all of the above.**





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# WHAT IS A VALUE PROPOSITION

# What is a value proposition



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**A value proposition is a promise of value to be delivered. It's the primary reason a prospect should buy from you.**

**In a nutshell, value proposition is a clear statement that explains**

- **how your product solves customers' problems or improves their situation (relevancy)**
- **delivers specific benefits (quantified value)**
- **tells the ideal customer why they should buy from you and not from the competition (unique differentiation)**

What it is....



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**Value proposition is something real humans are supposed to understand. It's for people to read. Here's an example of what a value proposition is NOT supposed to be like:**

*Revenue-focused marketing automation & sales effectiveness solutions unleash collaboration throughout the revenue cycle*

## What it is NOT...



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- A value proposition needs to be in the language of the customer aligning with the conversation already going on in the customer's mind
- You cannot guess what that language is. The way YOU speak about your services is often very different from how your customers describe it . The answers are outside of your office

**It's not a slogan or a catchphrase:**

*L'Oréal. Because we're worth it*

**It's not a positioning statement:**

*Trinidads #1 Bandage Brand. Heals the wound fast, heals the hurt faster*

# What it consists of...



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I suggest you start with the following formula:

- **Headline.** What is the end-benefit you're offering, in 1 short sentence. Can mention the product and/or the customer. Attention grabber.
- **Sub-headline or a 2-3 sentence paragraph.** A specific explanation of what you do/offer, for whom and why is it useful.
- **3 bullet points.** List the key benefits.

## A short checklist:

- What product or service is your company selling?
- What is the end-benefit of using it?
- Who is your target customer for this product or service?
- What makes your offering unique and different?

## What makes a good one....



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- **Clarity! It's easy to understand**
- **It communicates the concrete results a customer will get from purchasing and using your products and/or services.**
- **It says how it's different or better than the competitor's offer.**
- **It avoids hype (like 'never seen before amazing miracle product'), superlatives ('best') and business jargon ('value-added interactions').**
- **It can be read and understood in about 5 seconds.**



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# THE ART OF IDEA VALIDATION

# NEW TRENDS..

  
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## FIND THE RIGHT IT, BEFORE BUILDING IT RIGHT!

## PREtend before you spend

## Fake it before you make it!

## TEST, BREAK, REFINE, TEST AGAIN

|            |             |             |
|------------|-------------|-------------|
| innovators | <b>BEAT</b> | ideas       |
| pretotypes |             | productypes |
| data       |             | opinions    |
| doing      |             | talking     |
| simple     |             | complex     |
| now        |             | later       |
| commitment |             | committees  |



## Some starting points....



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- **Share your idea and avoid stealth R&D**
- **Find products like yours that already exist and give people a better version of what they're already getting**
- **Pay attention to 'signs' – read you audience!**
- **Fake it, till you make it – prototype and pretend**
- **Sell before you build**

### **It's Not Easy...**

...to truly validate a product or idea, but it's a whole lot easier putting in that time and effort up front than wasting a load of time and money down the road when you find out your product didn't turn out like you had hoped.



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## How do you validate a business idea without having a product to show to the customer?

**You talk to the customer!!**

- **Find people who has problem...**
- **Talk to them – real information is revealed**
- **Ask how do you currently deal with problem instead of asking how much would you pay**



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# WHERE?

do you find input for your value proposition ●

Look and you shall find!

Getting OUTSIDE the building



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**BEFORE WE MOVE ON A FEW NOTES ON:**

**TANGIABILITY AND PROTOTYPING**

# UNHAIL THE POC!



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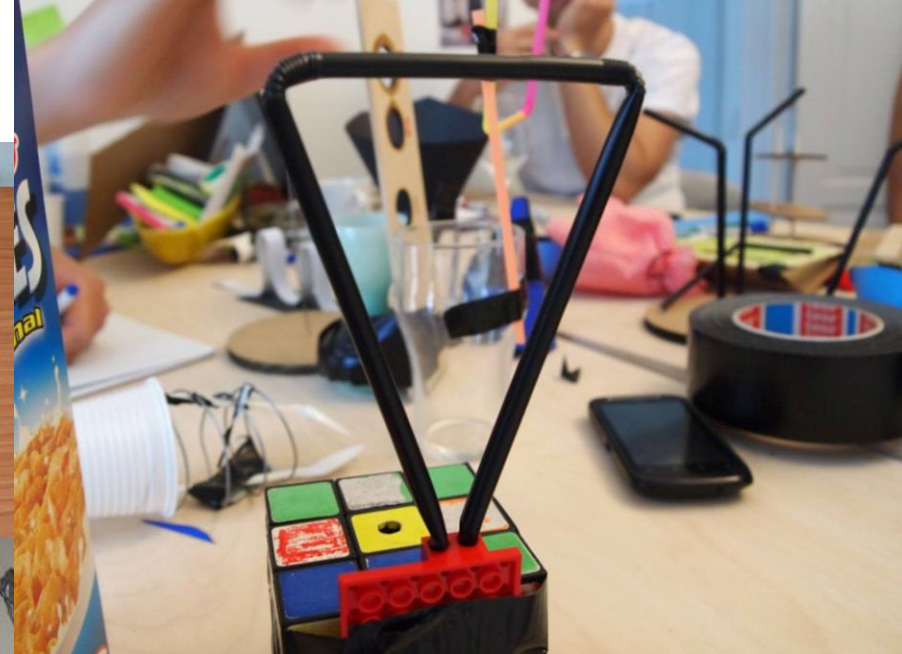
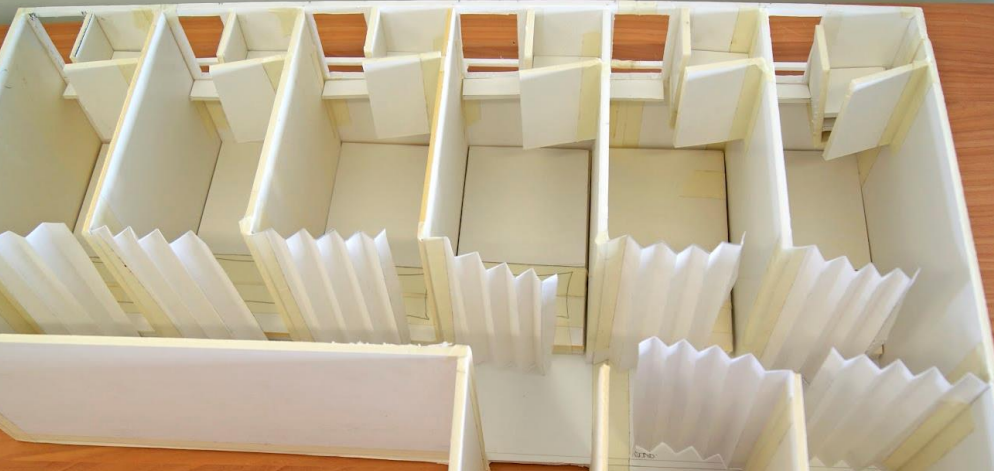
## A prototype in the traditional sense:

- Presentation
- Function
- \$\$\$
- Months/years
- Only with NDAs
- Features

## Prototyping in 2.016 edition:

Interactive

- Experience models
- \$
- Hours/days = Fail Fast
- Live market testing
- Value





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**SERVICE JAM VIDEO – about prototyping  
(9:02 forward)**

**<https://vimeo.com/88330468>**

# IDEA VALIDATION METHODS

CUSTOMER DEVELOPMENT PROCESS

PRETOTYPING

LEAN STARTUP

VALUE PROPOSITION DESIGN





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## CUSTOMER DEVELOPMENT PROCES

“...startups fail from lack of customers – not lack of product development”

[http://web.stanford.edu/group/e145/cgi-bin/winter/drupal/upload/handouts/Four\\_Steps.pdf](http://web.stanford.edu/group/e145/cgi-bin/winter/drupal/upload/handouts/Four_Steps.pdf)

## LEAN STARTUP - <http://theleanstartup.com/>

"The **minimum viable product** is that version of a new **product** which allows a team to collect the maximum amount of validated learning about customers with the least effort."

<https://hbr.org/2013/05/why-the-lean-start-up-changes-everything/ar/1>

## PRETOTYPING - <http://www.pretotyping.org/>

“...find the right it, before building it right”

Most new products will fail – even though they’re flawlessly executed  
80/20% rule!

## VALUE PROPOSITION DESIGN - <https://strategyzer.com/vpd>

“..helps you to design products and services your customers want”

[https://strategyzer.com/canvas?\\_ga=1.253876296.1535953838.1460628056](https://strategyzer.com/canvas?_ga=1.253876296.1535953838.1460628056)

# COMMON FOCUS



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**VIABILITY**

**SIMPLICITY BEATS FEATURES**

**NOW BEATS LATER**

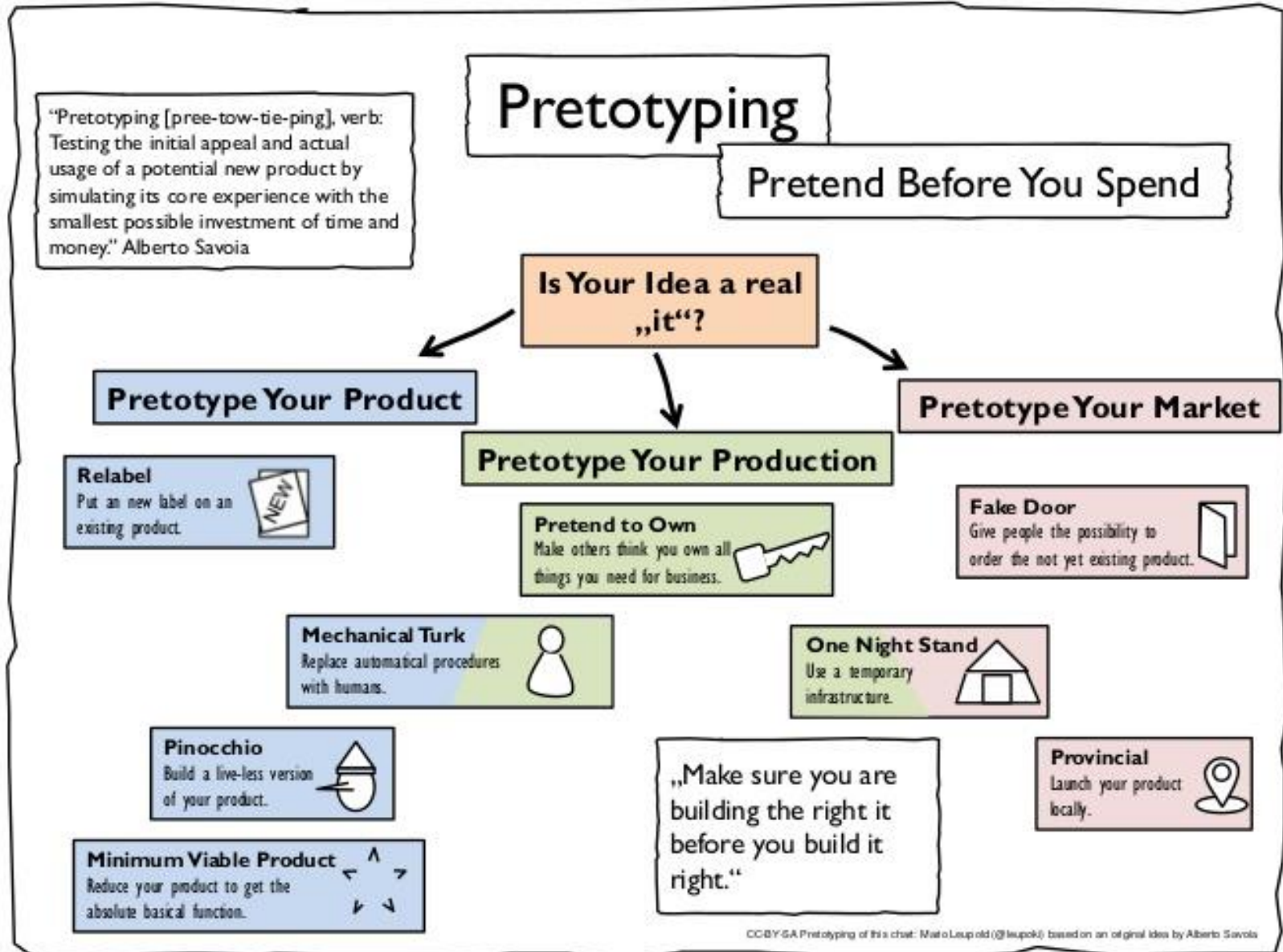
**ACCEPTING MISTAKES**



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## Steve Blank: Why You Must Test Your Hypotheses

# PRETOTYPING – GOOGLE





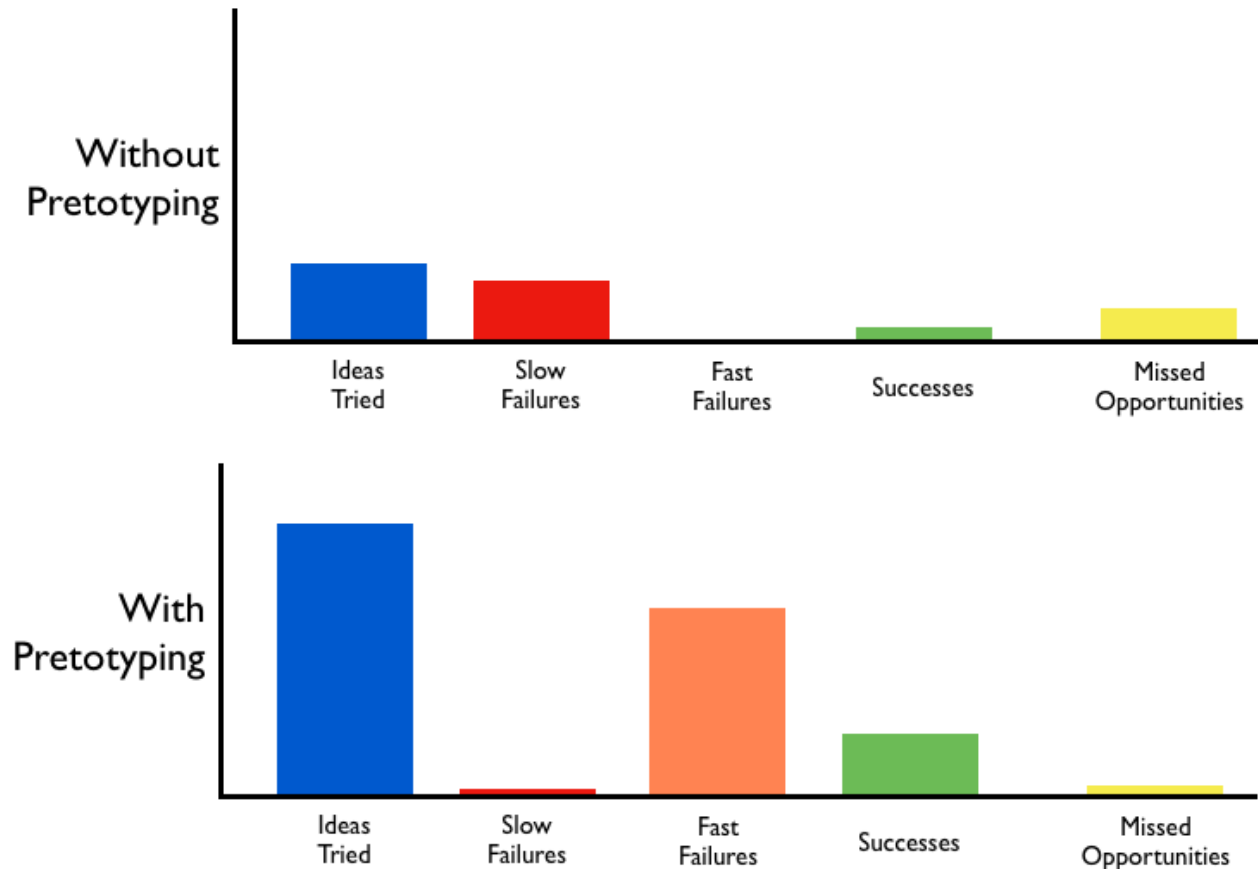
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# The Pretotyping Effect





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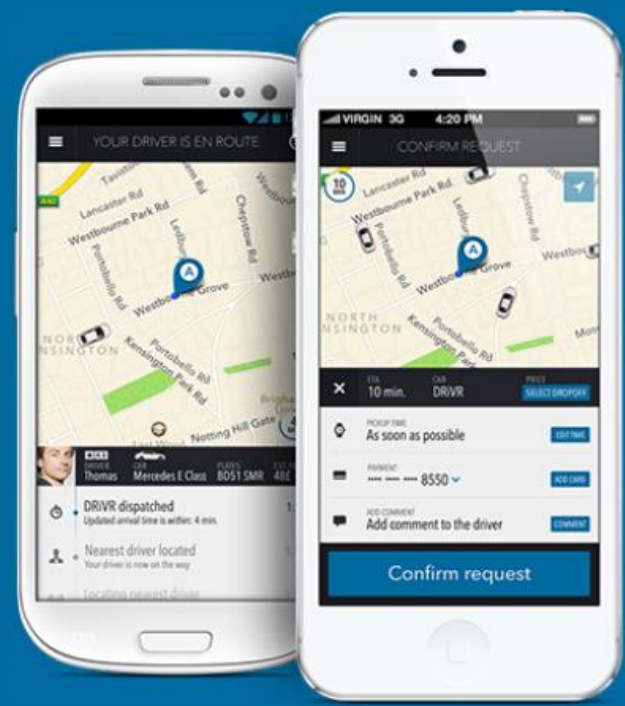
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MENU

OUR BLADES

OUR PRODUCTS

GIFT



HOW IT WORKS

REVIEWS

LOGIN

JOIN

BOX



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- **Dollar shave club**

<https://www.youtube.com/watch?v=ZUG9qYTJMsI>

- **Minimum Viable Product**

<https://www.youtube.com/watch?v=1FoCbBBCYT8>

- **Pretotyping**

[http://www.slideshare.net/moonmaster9000/pretotyping?next\\_slideshow=1](http://www.slideshare.net/moonmaster9000/pretotyping?next_slideshow=1)

<http://www.slideshare.net/leozan/pretotyping-primer-5>



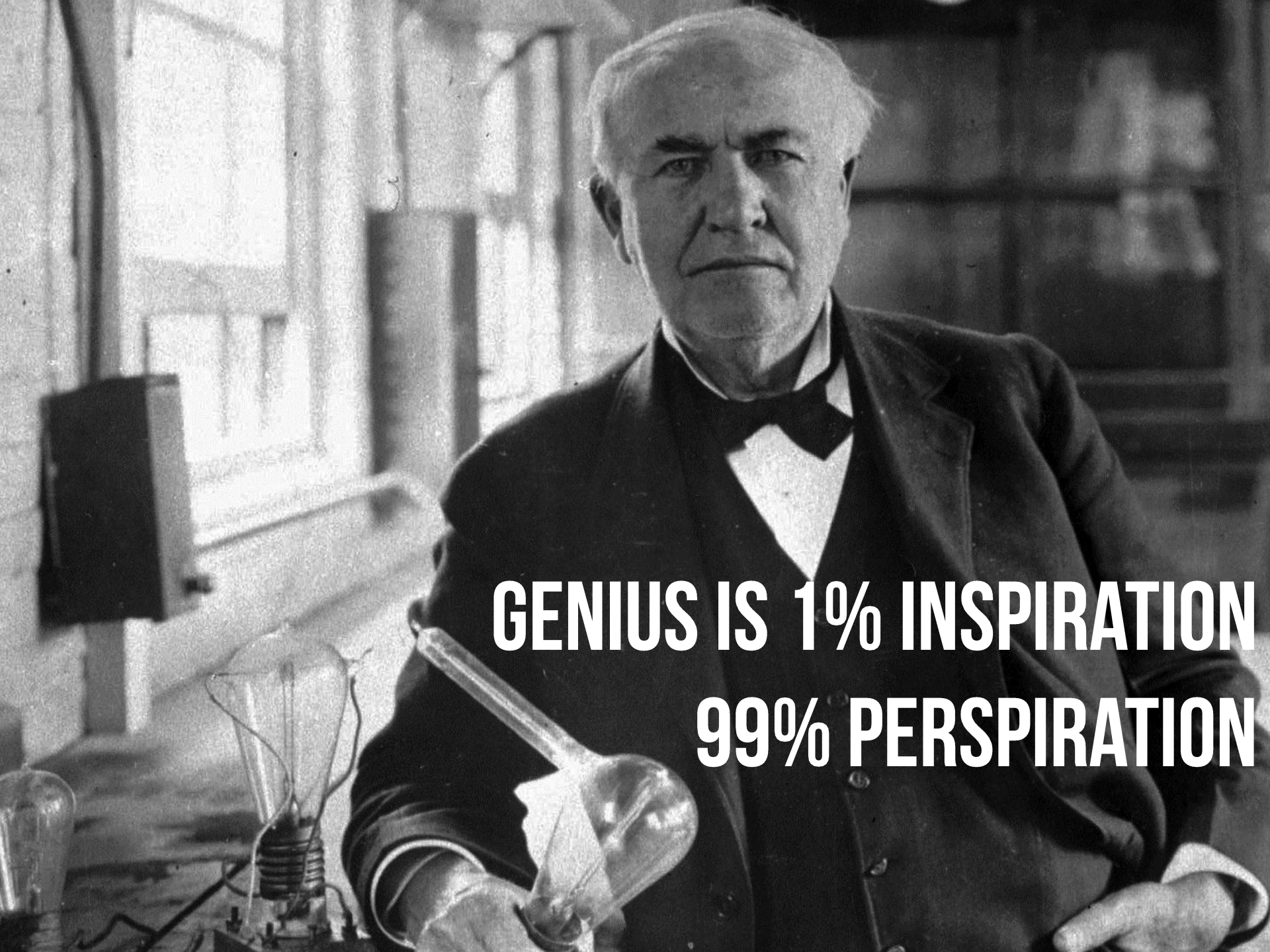


# VALUE PROPOSITON DESIGN

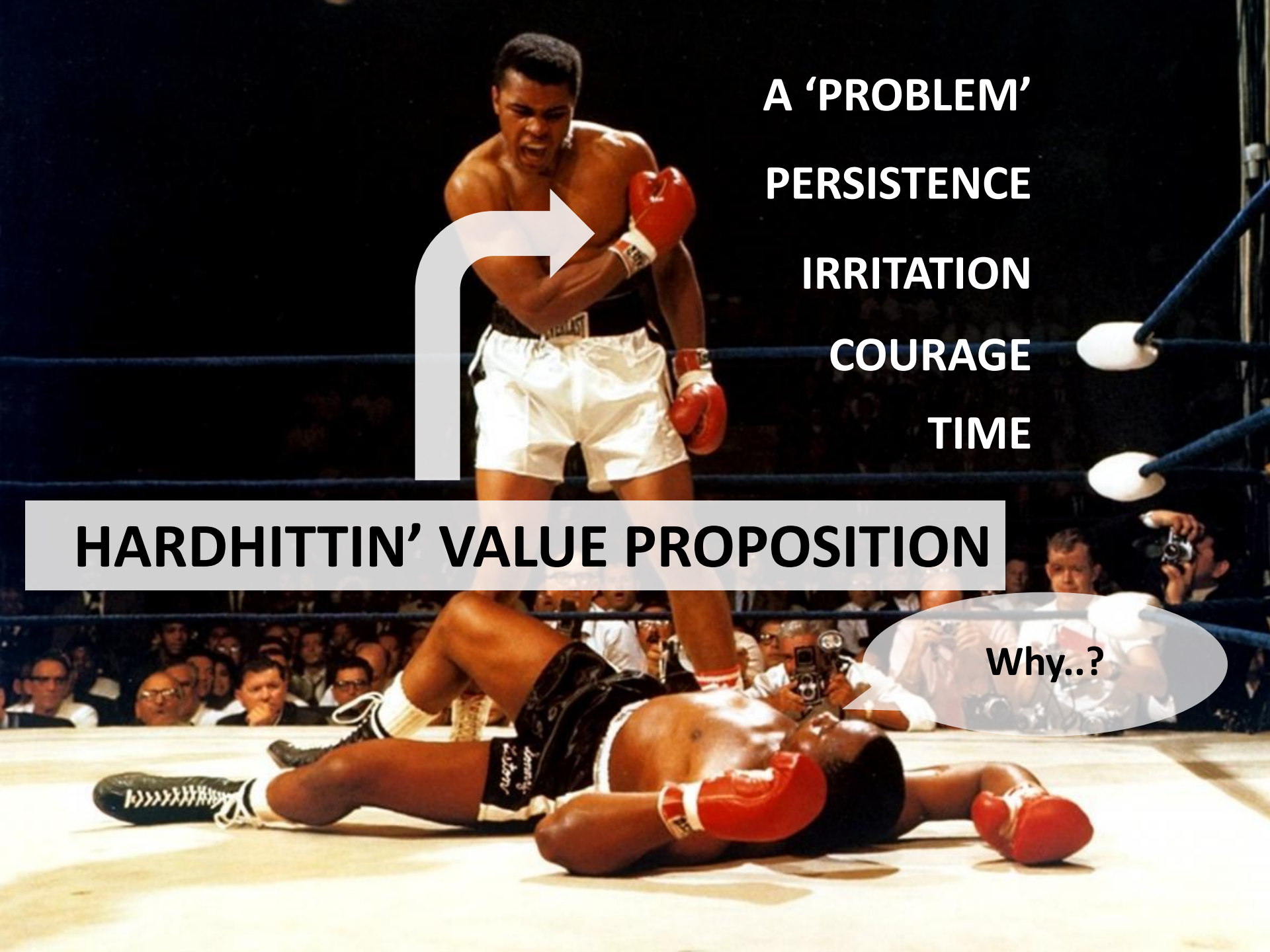


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## Value Proposition Canvas Explained



**GENIUS IS 1% INSPIRATION  
99% PERSPIRATION**



**A 'PROBLEM'**

**PERSISTENCE**

**IRRITATION**

**COURAGE**

**TIME**

# **HARDHITTIN' VALUE PROPOSITION**

**Why..?**



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## TAKE AWAYS FROM THIS SECTION

Find the right it, before building it right!  
Prototyping is about benefits  
Now beats later  
Unstealth it!  
Hands-on and practice  
Proof of business versus proof of technology



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FROM IDEAS TO INNOVATION  
HUMAN-CENTERED TRANSFORMATIVE INVOLVING  
OPEN COLLABORATIVE EMPOWERING CREATIVE

BOTTOM LINE /2000-2009

370 MILLION EUR TURNOVER FULLTIME  
1000 JOBS  
ACHIEVED THROUGH THREE INTERLINKED PROGRAMS

ADVISORY SERVICE FOR INVENTORS

Since 1972 we have run the public advisory service for inventors in Denmark. Each year we advise more than 5000 inventors and screen 1000 unique inventions. The advisory service helps inventors mature and commercialize their ideas through licensing and start-ups. We create 8-10 license agreements per year.

INVENTORS SCHOOL SERVICE

Since 2010 we have run an educational programme aimed at inspiring and training students in hands-on innovation. More than 2000 students a year enjoy our human-centered, idea-generating, practical, fail-fast, live prototyping and involving approach to innovation.

FABLAB TI

Opened in 2013, based on a long tradition of running a prototype workshop for inventors. FABLAB TI is now open to the public and is an integral part of the development of inventors ideas, commercialization of these ideas and the hands-on, design thinking-inspired training in our school service.

FOR FURTHER INFO PLEASE CONTACT

Rune Rex  
Fablab Manager

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/opfindnu  
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