STP project:

Business Plan and

Inovation Strategy Development in a Public Research Institute

Božidar Etlinger
Rudjer Boskovic Institute
S T P
Science & Technology Program
PREPARATION 2002 - 2005

Signed by MSES
Signed by RBI

start

02 03 04 06 07 08 09

t i m e

16.6.2009
COMMERCIALIZATION
of RBI

START: March 2002

International group of experts evaluated commercial potential of RBI

(Collaboration between Croatian Government and World Bank)
2002 – 2004
BUSINESS PLANS (individual)
INTRODUCTION
EDUCATION LEARNING
2002 – 2004
INTRODUCTION
EDUCATION
LEARNING
BUSINESS PLAN
(big for all RBI)

(mostly financed by Loan with WB)
<table>
<thead>
<tr>
<th>Name</th>
<th>Nationality</th>
<th>Institution</th>
<th>Years</th>
</tr>
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<tbody>
<tr>
<td>Ian Cooper</td>
<td>UK</td>
<td>The Royal Society</td>
<td>2002-2007</td>
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<tr>
<td>Raghunath Mashelkar</td>
<td>India</td>
<td>CSIR</td>
<td>2002-2007</td>
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<tr>
<td>Sanja Tisma</td>
<td>Croatia</td>
<td>Inst. for Int. Relations</td>
<td>2003</td>
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<td>Stewart Craig</td>
<td>U.S.A.</td>
<td>Seattle, Xcyte Therapies</td>
<td>2003</td>
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<tr>
<td>Raoul Kneucker</td>
<td>Austria</td>
<td>Min. of Education</td>
<td>2003</td>
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<tr>
<td>Bob Hodgson</td>
<td>UK</td>
<td>Cambridge, SP Zernike</td>
<td>2003</td>
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<tr>
<td>Omer Kaymakcley</td>
<td>Turkey</td>
<td>Marmara Institute</td>
<td>2003</td>
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<td>Arturo Heller</td>
<td>Argentina</td>
<td>Delloitte</td>
<td>2004</td>
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<tr>
<td>Peter Brooks Roberts</td>
<td>N.Zeeland</td>
<td>IAEA Expert</td>
<td>2004</td>
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<tr>
<td>Heiko Kotilainen</td>
<td>Finland</td>
<td>TEKES</td>
<td>2007-2009</td>
</tr>
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</table>
Ministry of science …
Brodarski Institute (Maritime Institute)
BICRO (Business Innovation Centre)
Rudjer Boskovic Institute
Preparation of Business Plan
Office for technology transfer
Projecting (matrix)
organization
Introduction of MIS
Growth of competitive income
to 40%
Business procedures
Patent & IP procedures

Science & Technology Program

Main goal

Competitive Income (%)

years

1 2 3 4 5

20 40 40%
SPRING – AUTUM 2004

RBI’s Business Plan (37th version) got positive audits:

- Faculty of Economics Zagreb,
- Ministry of Science ..,
- World Bank,
- Croatian Bank for Recontr. & Development,
- IAEA (Dr. Peter Brookes Roberts, New Zeland)

SEPTEMBER 2004

RBI’s Scientific Council decline BP,
“Referendum” 90% scientific staff against
1. A clear and relevant vision, mission, objectives and strategy for the institute

2. A completed business plan to the agreed template, which demonstrates long-term sustainability.

3. Viable financial projections for a period of 5 years from the date of application to the program.

http://www.mzt.hr/mzt/hrv/djelatnosti/tehnolog/Entry_Criteria_19_10_02.pdf
4. A audit by international experts of the quality of the work produced by the institute and its staff

5. A demonstration of active and effective leadership

6. Sound Governance which demonstrates independence from any organization, group or vested interest and which can show expertise in areas relevant to the future work of the institute
7. Evidence of demand for the services to be offered by the institute

8. A minimum agreed 5 year target for contract income which must exceed 40% of current Government grant support

9. Plans in place to achieve a self sustainability ratio (contract income/ total cost as a %) of 40% in 5 years

http://www.mzt.hr/
10. Plan in place to develop, protect and exploit intellectual property (IPR)

11. Plans in place to reduce support costs in 3 years equivalent to international best practice when benchmarked against equivalent European R&D organizations

http://www.mzt.hr/
12. Plans in place to achieve business, HR, commercial, marketing and financial systems and processes to international best practice standards within 2 years.

13. Plans in place to achieve quality standards to equivalent of ISO 9001 within 3 years

14. A training plan in place which demonstrates how the institute will develop the skills of existing staff

http://www.mzt.hr/
CC publication

STP


311 320 300 289 284 283 310 365 412
2005 BIOZYNE (25%)

2006

JEZGRA I3 (15%)

CHIRALLICA (15%)

RUDJER INNOVATIONS (100%)

(%) - owned by RBI
March 30, Rudjer Innovation established

March- June 2007 – First employees of Rudjer Innovations Ltd.

Seven employees - staff completed
RBI & others

IP proposals

Exclusivity RBI

offers

accepted

RI Ltd.

authors
Invention disclosure

Due diligence Technology assessment Market assessment Feasibility study

Decision go-not to go

Appropriate IP protection

Exploitation strategy Risk analysis

Marketing strategy

Licensing

Selling

Joint venture

Spin-off

Decision on exploitation route

Company establishment Seed financing Project management Incubating

Licensee / buyer / partner interested?

Negotiate & execute licence / selling / partnership agreement

Confidential information exchange

Income / royalty distribution Licence / patents maintenance

Market to potential licensee / buyer / partner

No licensee / buyer / partner found

Return to inventor

16.6.2009
RUDJER INNOVATIONS Ltd

Until today

92 proposals, 80 still actually

Among them

32 patents filling

1 patent granted

7 licences

5 spin-offs
(1 in preparation)
IN near FUTURE

For promotion: CC papers, impact factor

But also: patents (selling patent filling), license, know how, creativity (new equipments), financial effects (big incomes), fp7, NATO, Eureka, IPA...
and very important: no bypass of competence
Thank you