
The Value-Creation for the Research-based Ideas

TIKARI

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Project Report Summary

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Public Investment
on R&D 2010
2.000 M€

Licensing Revenue for Research Institutions

< 3 M€

Seed, Startup, Early Growth VC

~ 83M€

Private Investment (GEM2009)

51/54

Companies seeking for growth (GEM 2009)

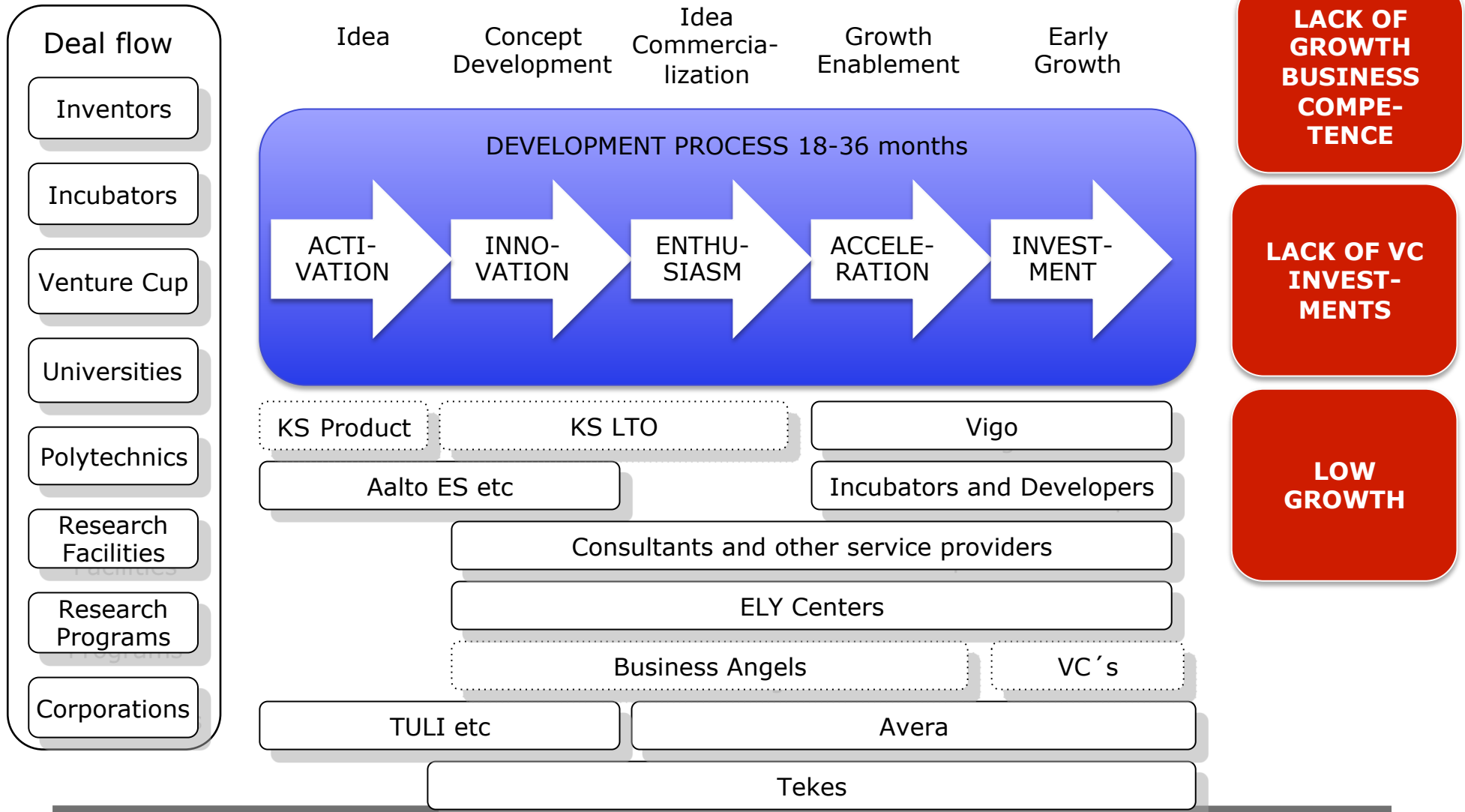
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Fast-growth companies (~20)

Sub-contractors
Resource intensive

Sources: GEM 2009 Global Report, Deloitte Technology Fast 50 & Fast 500 EMEA (2009, 2010), FVCA (2010), PwC MoneyTree, NVCA (2010), IVA (2010), Tilastokeskus (2010), Center for Venture Research (2009), Tekes (2009, 2010)

Finnish Innovation System – AS IS



Key Issues Benchmarked

Basic Research vs. Applied Research

- What is the strategic role of applied research in the major universities?
- What is the importance of applied research and industry cooperation?

Internal view vs. Eco-system Approach

- Role of the universities in the high-growth ecosystem
- Main activities

Role of the TTO

- The key activities for TTO 's
- Goals and measures
- Revenue generation

Business Development

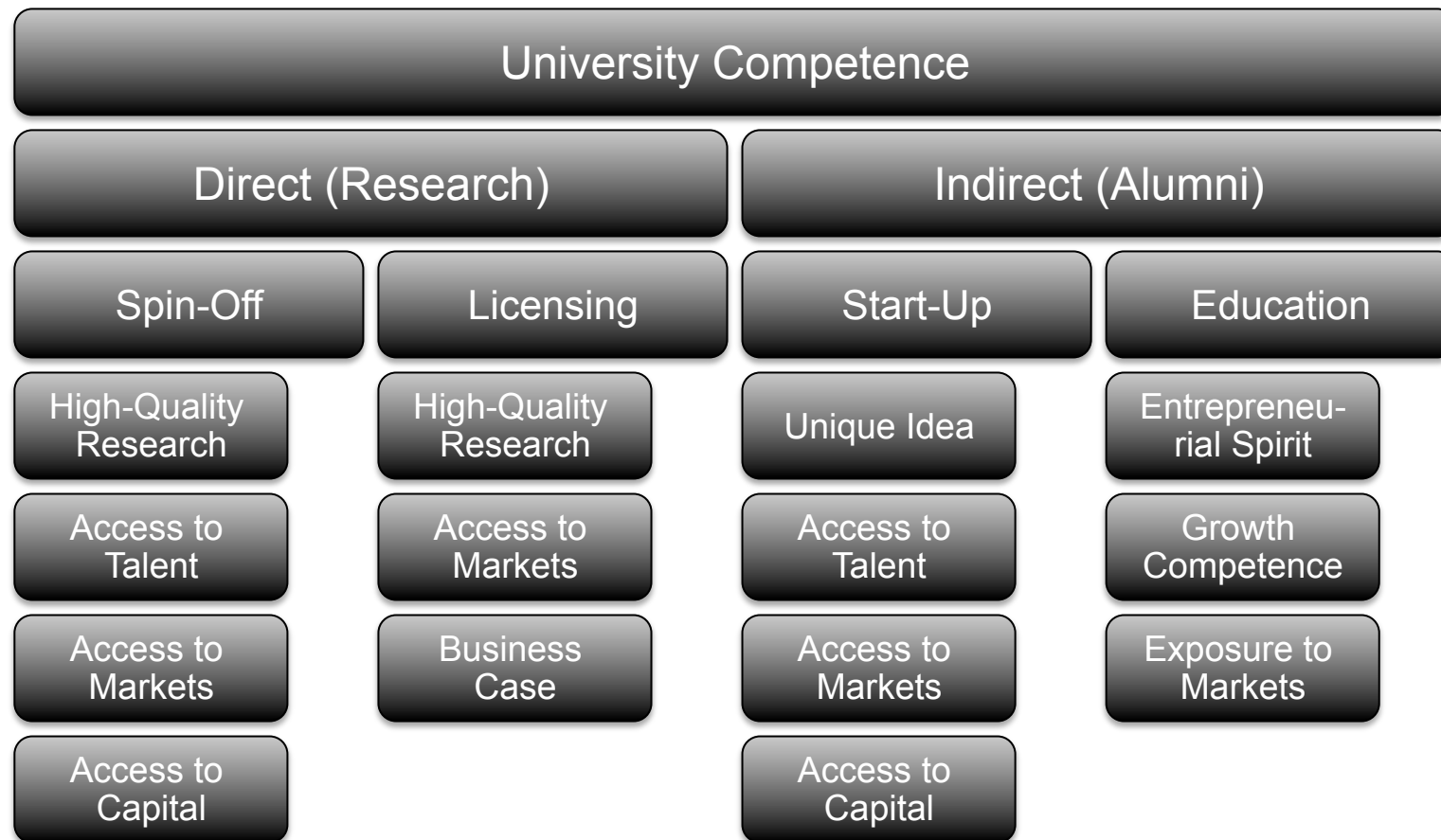
- How are the business development activities organized?
- What is the competence of the key resources and the surrounding major players?

Interviews: Israel, Boston, Singapore

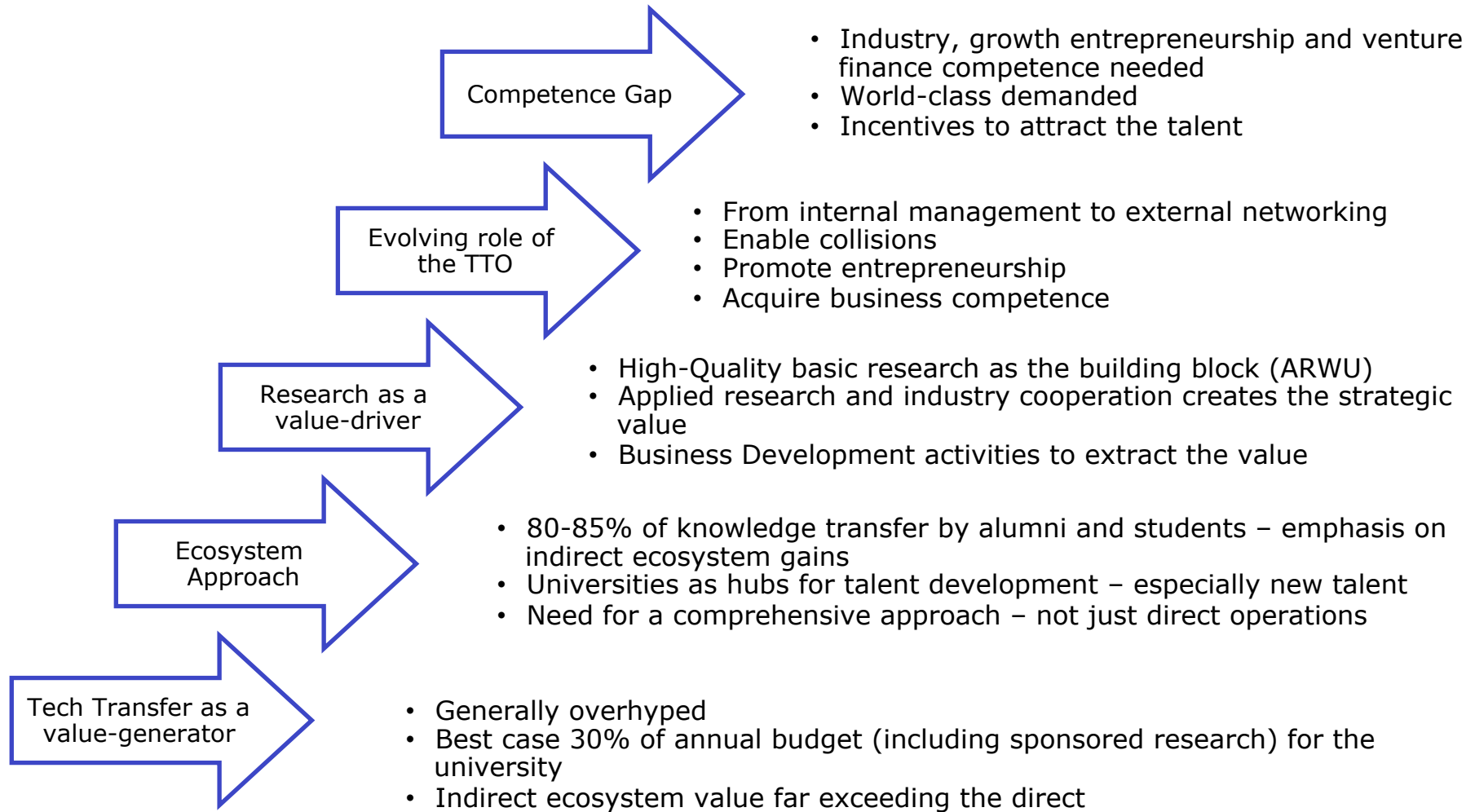
Oren Zuckerman	IDC, Hertzliya, Israel	Head of Interactive Communications Program, Media Innovation Lab (miLAB)
Uzi de Haan	Technion University, Haifa, Israel	Professor, Entrepreneurship & Strategic Management
Miriam Erez	Technion University, Haifa, Israel	Professor of Organizational Psychology
Yifat Oron	Technion Seed Incubator, Haifa, Israel	BOD Member Partner, Vertex VC
Moshe Katzelson	Technion Seed Incubator, Haifa, Israel	CEO
Yaacov Michlin	Yissum, Jerusalem, Israel	CEO
Michal Kainan-Koren	Yissum, Jerusalem, Israel	VP Marketing
Oren Gershstein	Van Leer Technology Ventures, Jerusalem, Israel	CEO
Tsahy Shascha	Docor	Portfolio Managing Director
Adi Goldin	Docor	Director of Business Development
Barak Ben-Avinoam	Iris Ventures, Beer-Sheva, Israel	CEO
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Azi Hemar	Tel Aviv, Israel	Ex-Director International Projects, OCS
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Yossi Shavit	University of Ben Gurion, Beer-Sheva, Israel	Head of Entrepreneurship program
Ora Horowitz	University of Ben Gurion, Beer-Sheva, Israel	Head of TTO, Ben Gurion University

Kim Blair	Cooper Perkins, Boston, USA	VP Business Development Founder of MIT Center for Sports Innovation
Karen Copenhaver	Choate, Hall & Stewart LLP, Boston, USA	Partner
Leon Sandler	MIT Deshpande Center, Cambridge, USA	CEO
Jeffrey Sohl	University of New Hampshire	Venture Partner, Austin Ventures Ex-CEO Nokia Inc.
Vinit Nijhawan	Office of Technology Development, Boston University, Boston, USA	CEO
Isaac Kohlberg	Harvard University, Office of Technology Licensing, Cambridge, USA	CEO
Elaine Reiter	MIT Enterprise Forum, Cambridge, USA	VP Bus Dev
Trish Fleming	MIT Enterprise Forum, Cambridge, USA	CEO
Bill Aulet	MIT Entrepreneurship Center, Cambridge, USA	CEO
Vincent Chun	Allied Minds, Boston, USA	Partner
Josh Lerner	Harvard Business School	Professor
Larry Bohn	General Catalyst Partners, Cambridge, USA	Partner
Abigail Barrow	Massachusetts Technology Transfer Center, Boston, USA	Founding Partner
Vivek Chandrasekaran	SMU Incubation, Singapore	Incubation Manager
Shirley Lim	NUS Enterprise, Singapore	Entrepreneurship Center, Manager
Ma Mun Thoh	NUS Industry Liaison Office, Singapore	Manager
Hock Chye Lim	Finpro Singapore	Head of operations

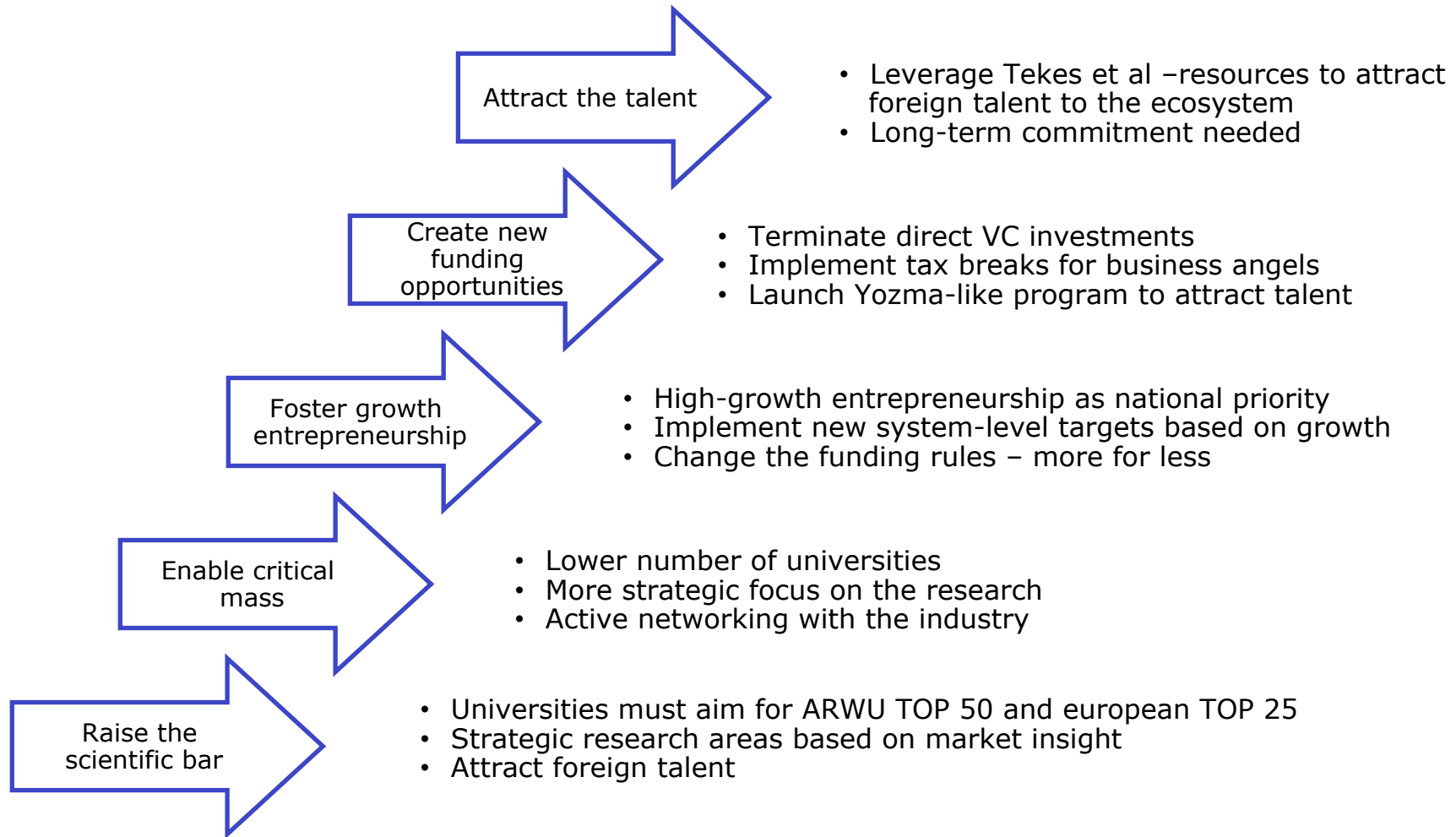
Benchmarking Framework



Summary of the Key Findings



Key Recommendations - Ecosystem



Final Comments

Competence Gap

- There is a huge competence gap in the Finnish high-growth ecosystem
- Competence must be built with international partners for leverage

New targets and metrics

- New operational targets needed
- Should be built on growth and ability to raise VC funding
- More for less

Role of the TTO

- The role of the TTO in Aalto needs to be transformed
- New competence needed from the industry

Business Development

- None of the existing players qualify for the business development
- AVG is a promising platform but needs a new focus and new competence
- Aalto should cooperate with Helsinki University and universities in the Baltic Region for leverage and deal flow