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NextGenerationEU



**BiOrgaMST**  
Биоактивни органични и неорганични  
авангардни материали и чисти технологии



МИНИСТЕРСТВО  
НА ОБРАЗОВАНИЕТО  
И НАУКАТА

THE EDGE

# Технологичен трансфер и комерсиализация на технологии

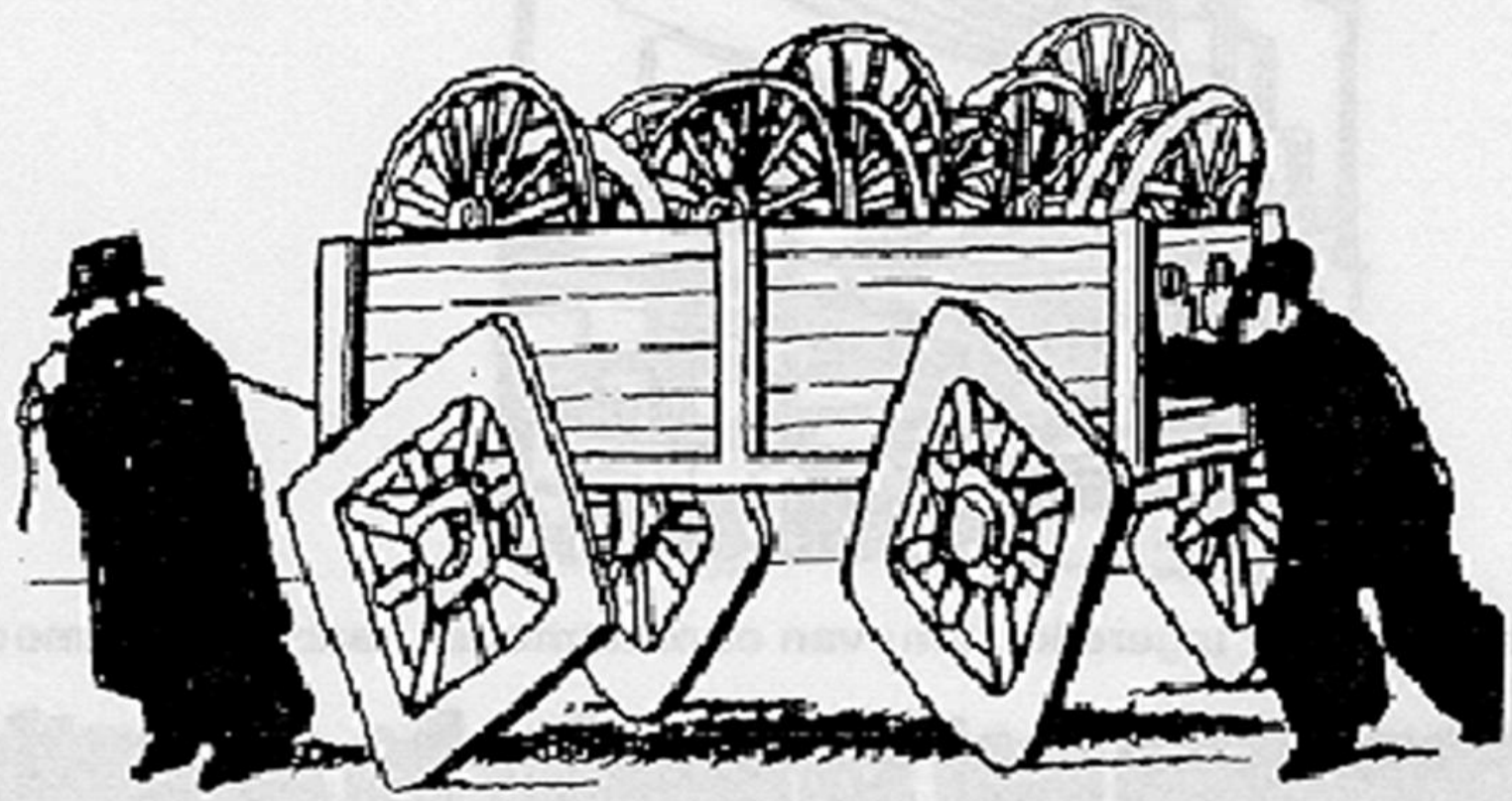
Петко Русков, 21 октомври 2023 г.

10/23/2023

PR TT&TC 20231012



## Traditional approach is obsolete



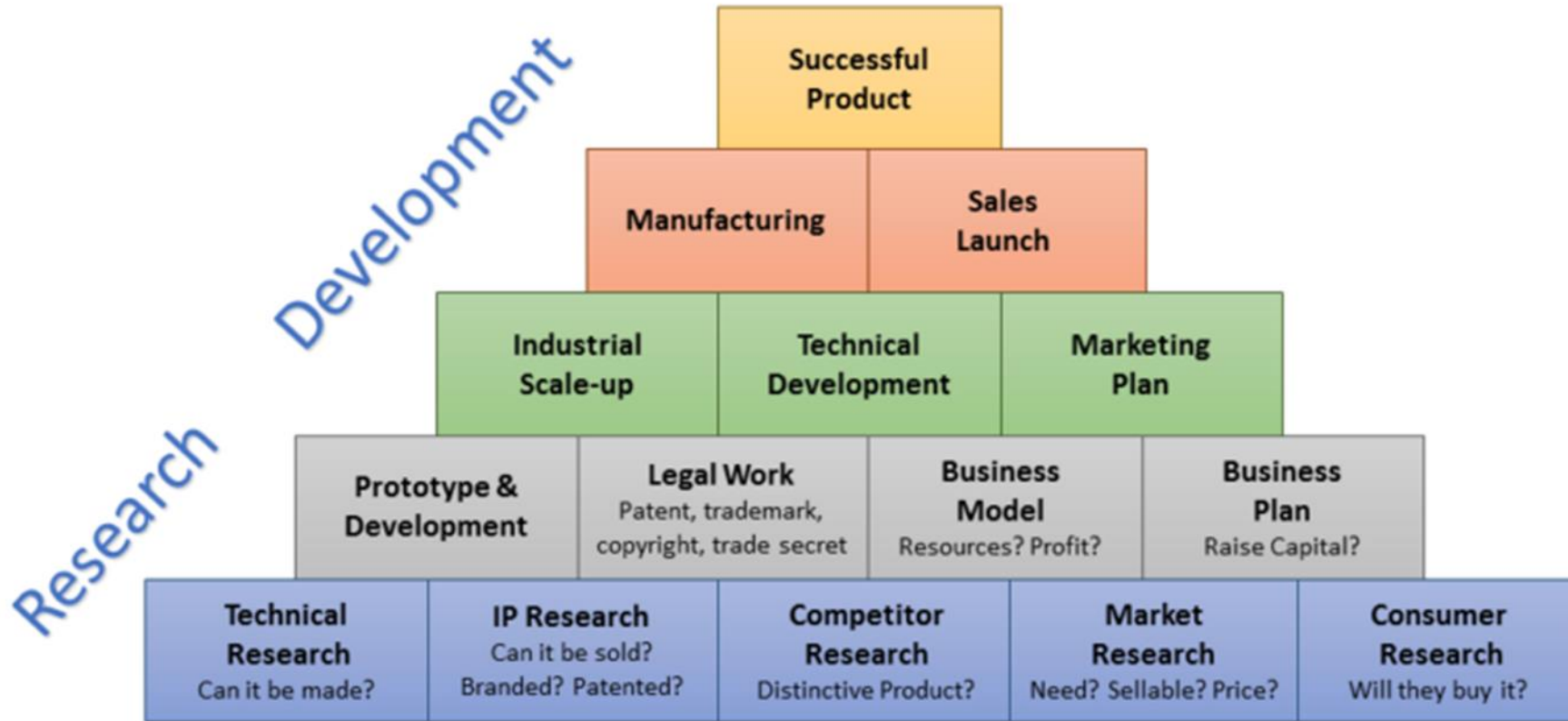
**“We don’t have time to change the wheels:  
Push harder Harry !!”**



2024



## Success = R & D



**Key Question: Can you make money from this product?**

2023

2024

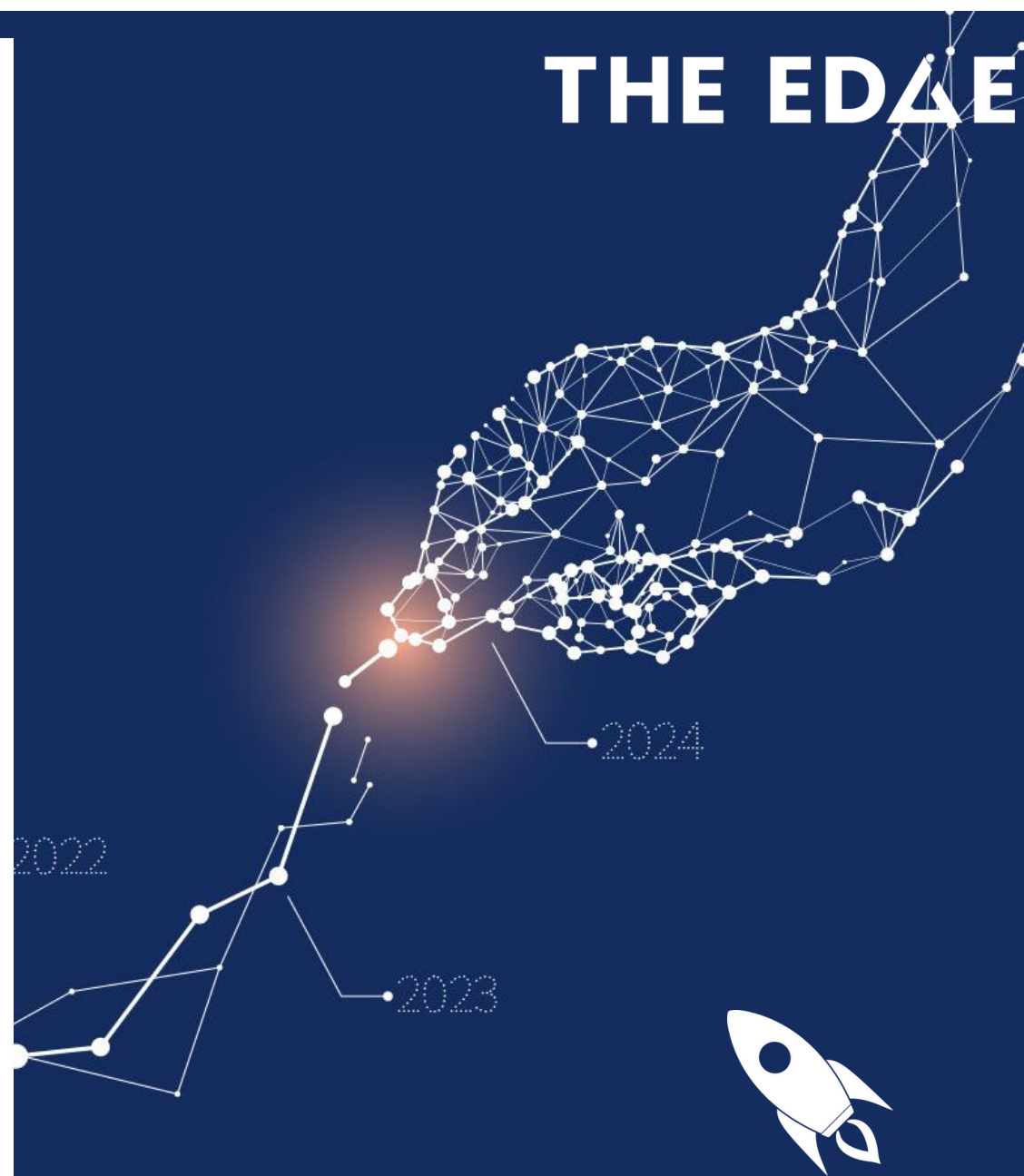




## List of abbreviations

|                |   |
|----------------|---|
| <b>EUIPO</b>   | European Union Intellectual Property Office |
| <b>EPO</b>     | European Patent Office                      |
| <b>EUTM</b>    | European trade mark                         |
| <b>FTO</b>     | Freedom to operate                          |
| <b>IP</b>      | Intellectual property                       |
| <b>IPO</b>     | Initial public offering                     |
| <b>IPR</b>     | Intellectual property right                 |
| <b>OEM</b>     | Original equipment manufacturer             |
| <b>PE</b>      | Private equity                              |
| <b>R&amp;D</b> | Research and development                    |
| <b>SME</b>     | Small and medium-sized enterprise           |
| <b>TTE</b>     | Time to event                               |
| <b>TTO</b>     | Technology transfer office                  |
| <b>VC</b>      | Venture capital                             |

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5. Технологични изследвания и разработване на продукти. Нива на готовност на технологията (TRL). Commercialization Readiness Level (CRL). Commercial Readiness Index (CRI). Методика за оценка и инструменти на иновативни проекти: Примери. Класификация. Управление на промените.
6. Иновации и интелектуална собственост, IP, IPR. Права и защита – Авторско право. The European Patent Office (EPO) и патентно ведомство на Република България.



“

EDUCATION IS NOT  
THE LEARNING OF FACTS,  
BUT TRAINING THE MIND  
TO THINK.”

- ALBERT EINSTEIN

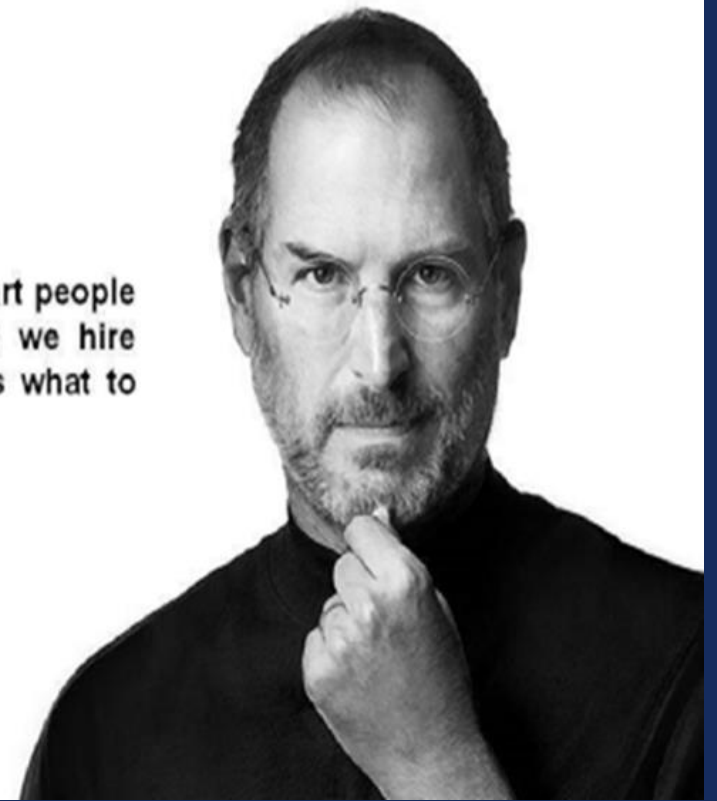
Photograph by: Tanmay Vora | QAspire.com | F  
приложения, 20230315

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It doesn't make sense to hire smart people  
and then tell them what to do; we hire  
smart people so they can tell us what to  
do.

Steve Jobs





# Рамка на занятията

С какво ще си тръгна след дискусията?

## Теория

- Технологични изследвания и разработване на продукти. Нива на готовност на технологията (TRL). CRI, CRI
- Иновации и интелектуална собственост, IP, IPR. Права и защита – Авторско право
- Въпроси и отговори



## Практика

- Дискусия
- Упражнения
  - Работа в екип
  - use cases
- Рефлексия





# Съдържанието днес:

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Тема

Продължителност мин.

- Актуализация на занятието от 12.2023, Въпроси и отговори 10
- Пример за прогрес на избран екип 10
- Технологични изследвания и разработване на продукти. Нива на готовност на технологията (TRL). CRL, CRI 25
- Иновации и интелектуална собственост, IP, IPR. Права и защита – Авторско право 25
- **Кафе пауза и разговори** 15
- Прогрес на екипите и проектите им 90
- Заключение, рефлексия. Въпроси и Отговори 15



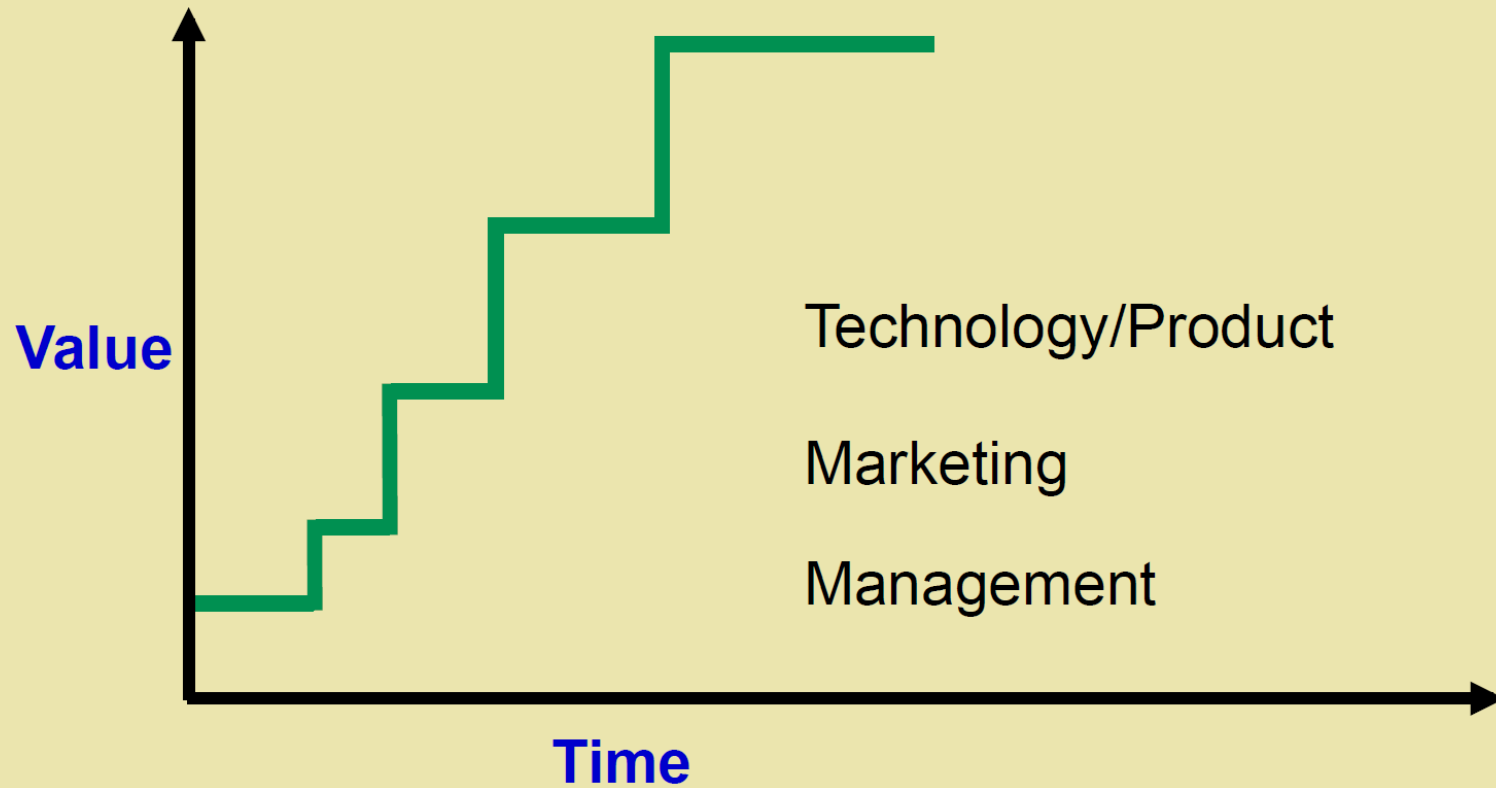
# *the word “commercial”*

What you are doing in the first stage is really creating a minor revenue validation point. In the second stage, you're improving the solution and starting to show it to more customers. It isn't until the third and fourth stages that the product is becoming fully baked and being sold and supported by the core business. I call this an incremental validation model, versus a "big bang" model. All along, you are ensuring your commercial assumptions still hold true and deciding if it makes sense to continue to pursue the commercialization of the idea.

**The word “commercial” in front of the word “innovation” means three things.**

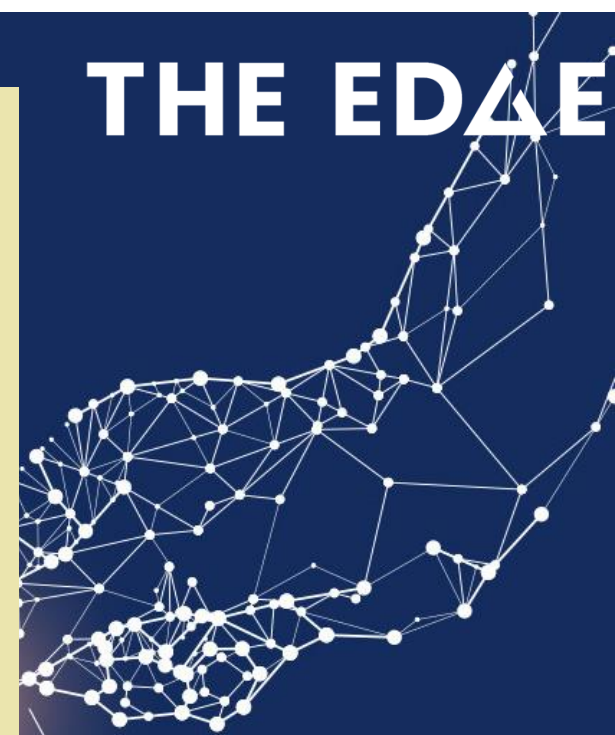
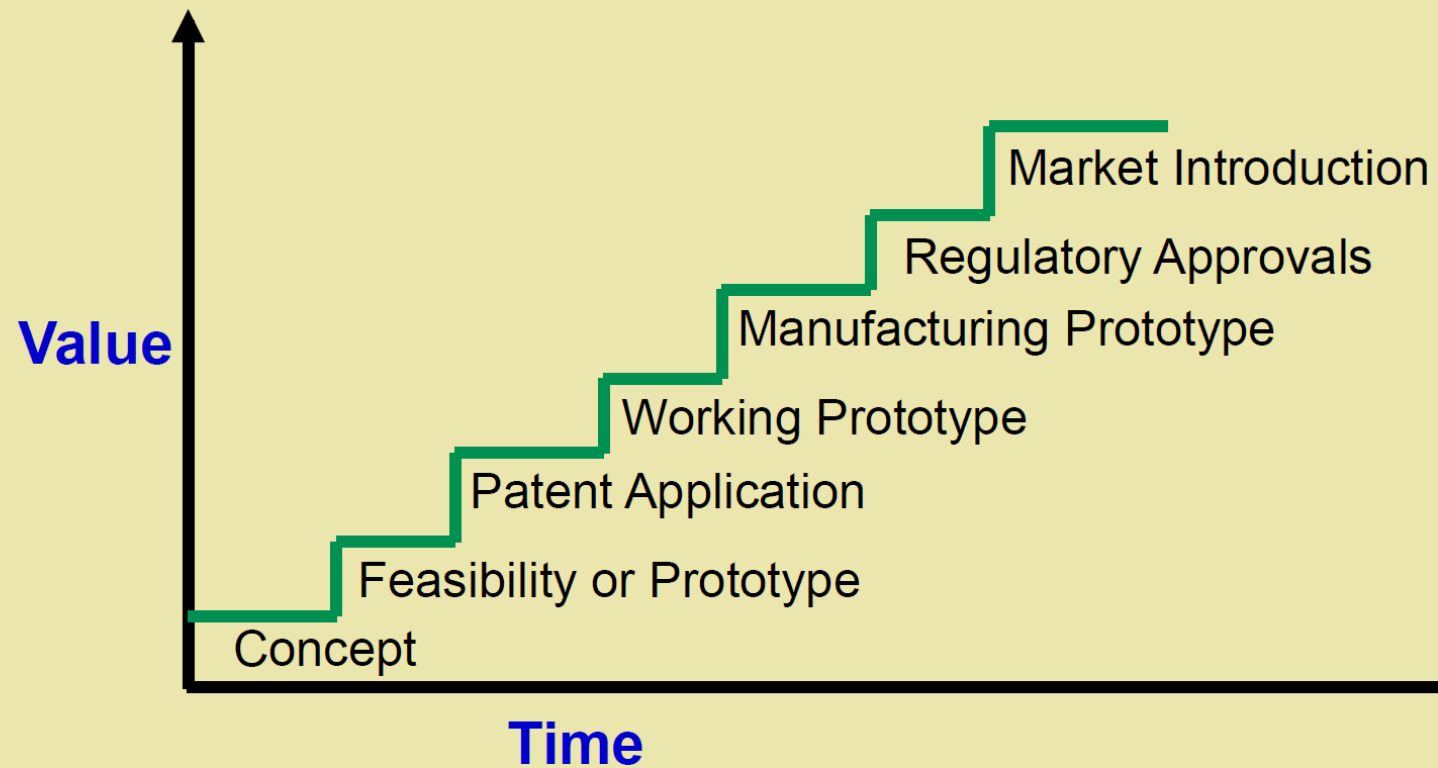
- ❖ First, there is **a paying customer**.
- ❖ Second, there's a **unique value proposition** that drives customers to your solution.
- ❖ Third, you have a north star — **an outcome that you are looking for**.

## Value is Created in a Step Function





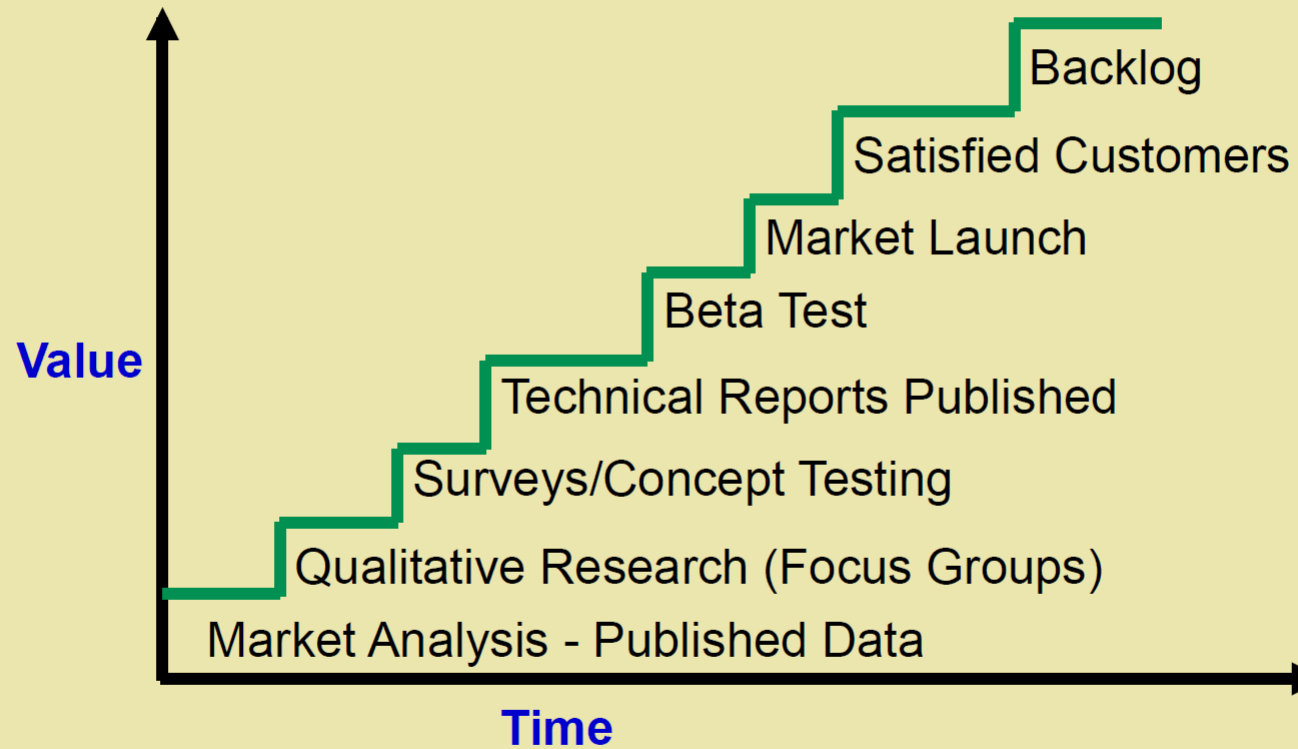
## Adding Technology Value



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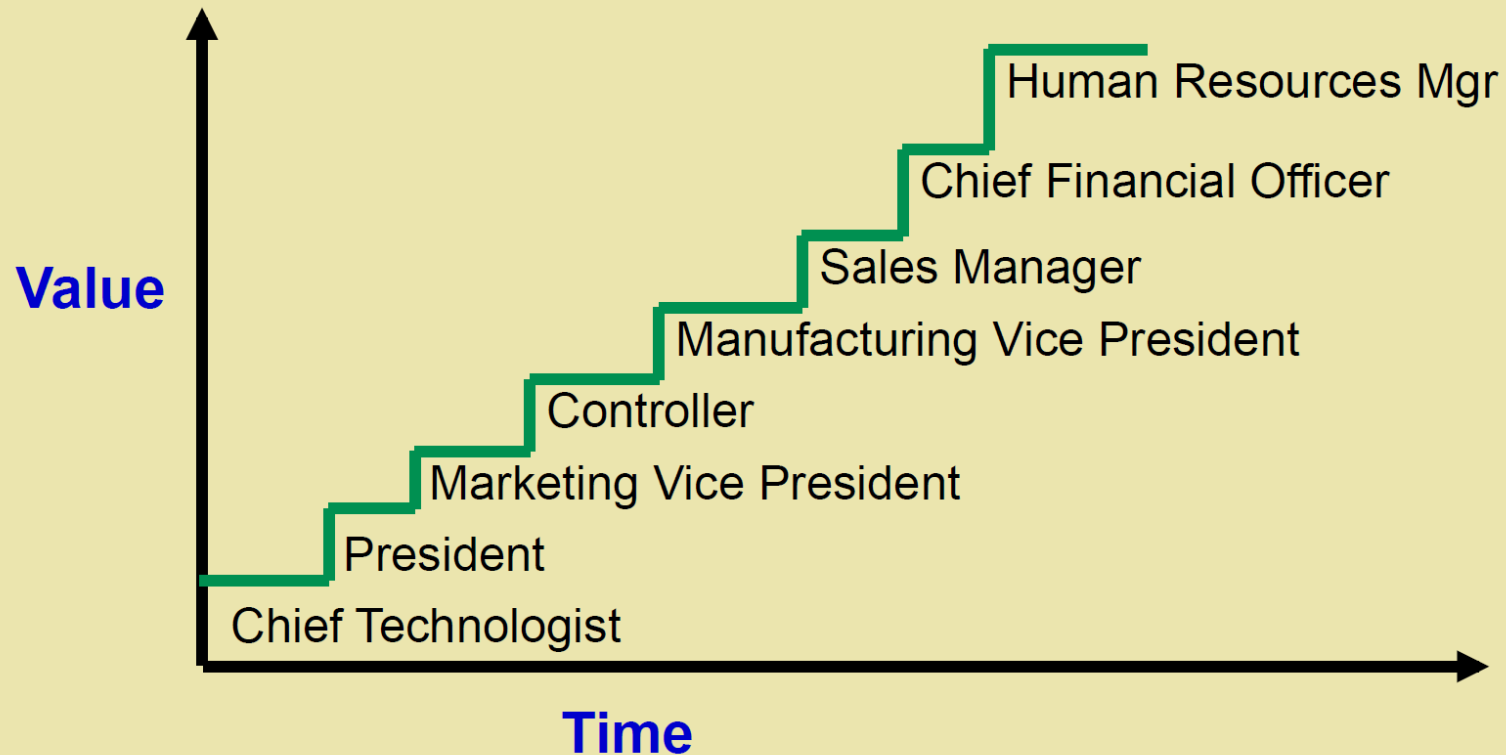
## Adding Market Value



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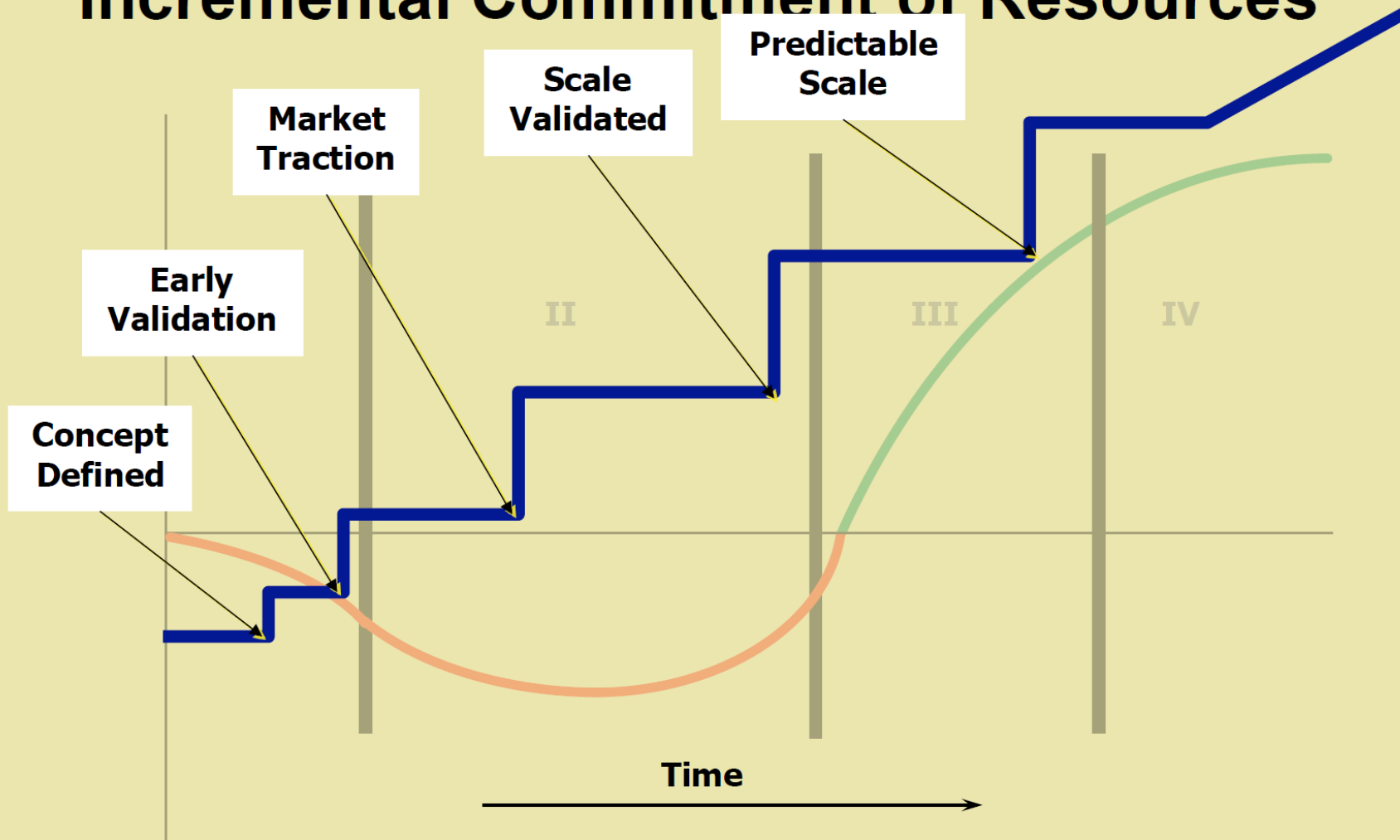
## Adding Management Value





# Valuation in Steps

## Incremental Commitment of Resources



# THE EDGE

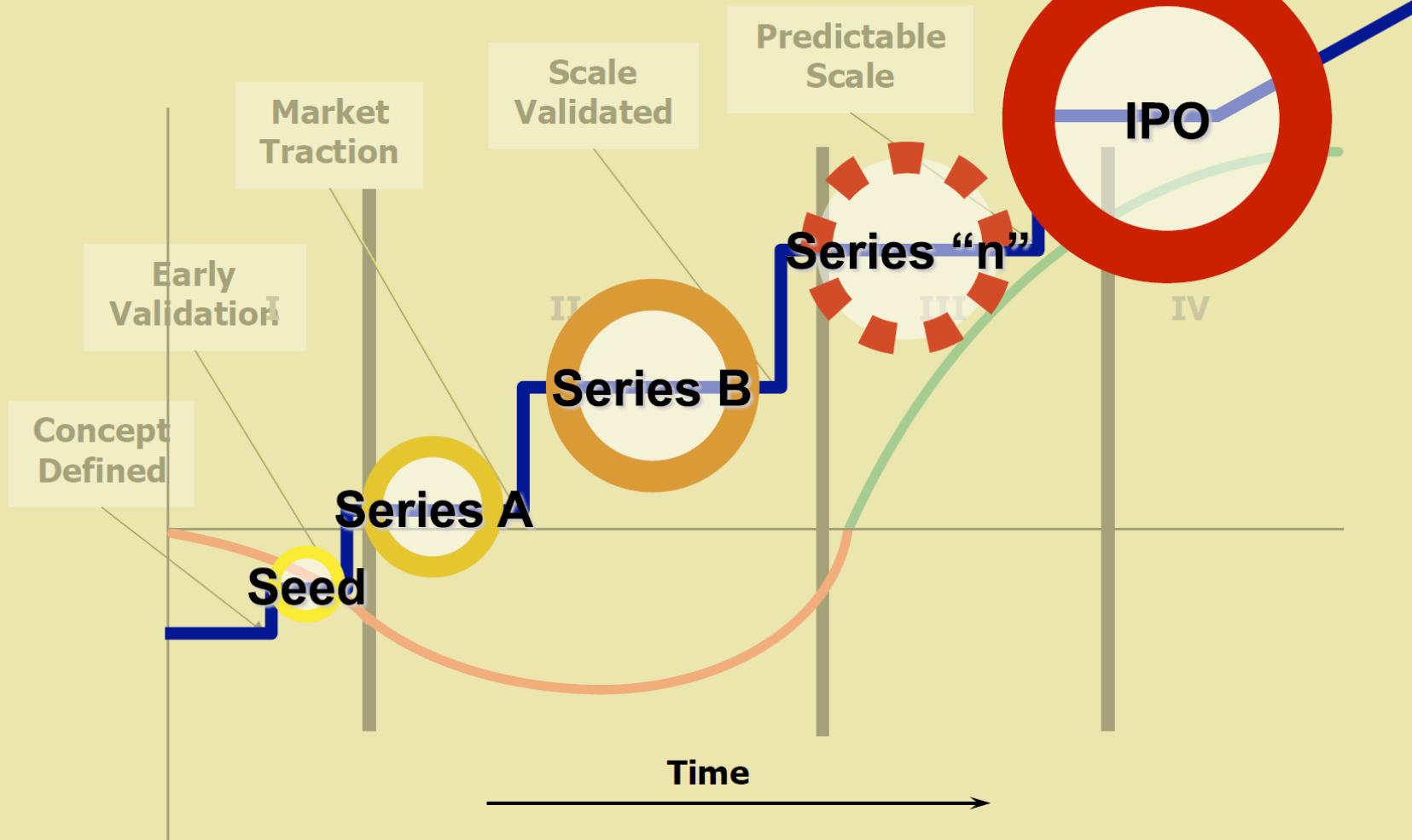


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# Staged Financing



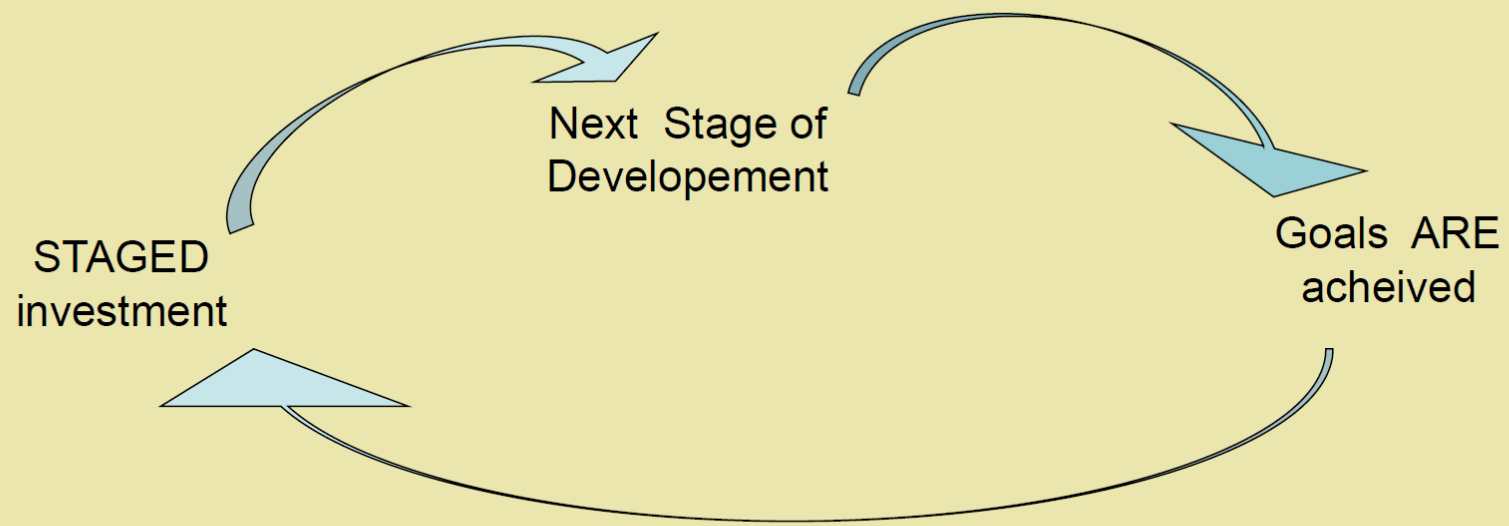
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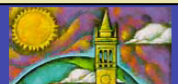
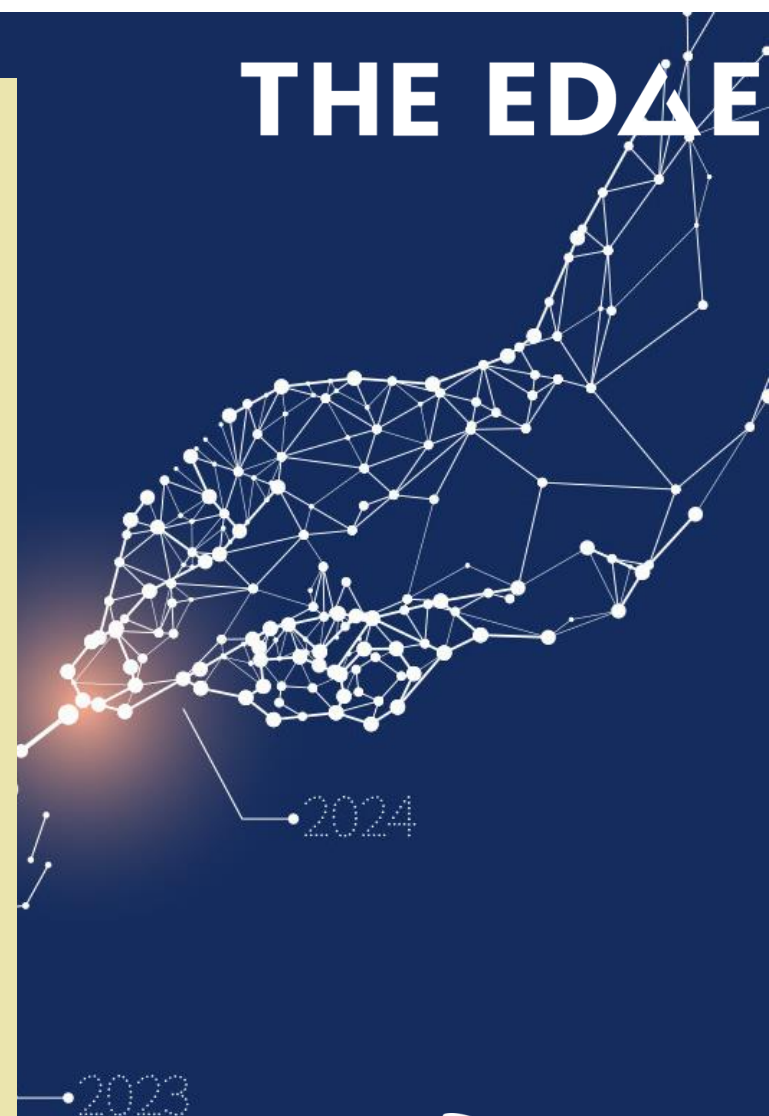
# START UPS: Management of Risk

- Company development staged
- Each Round of Financing supports a Stage



Staged Commitment of Resources  
and Staged Financing

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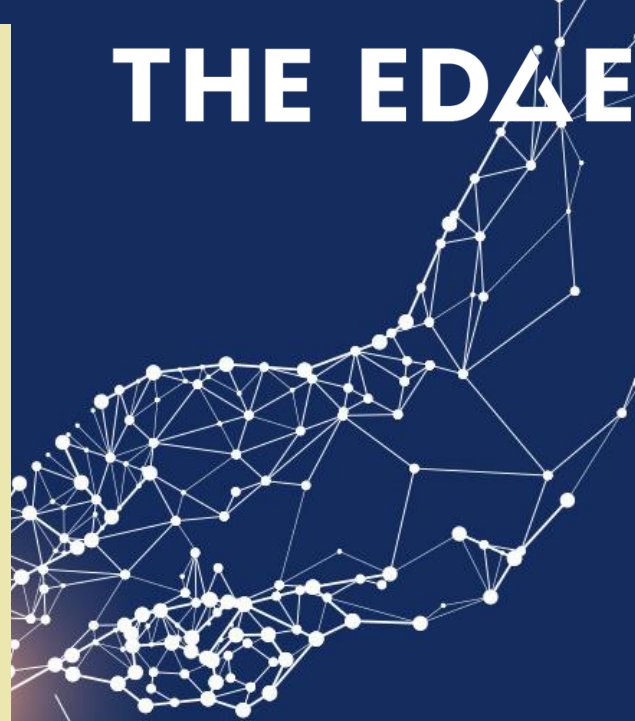


# The Importance of Teamwork

Entrepreneurship is a team sport



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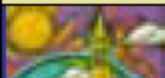
## The “A” Team

- More than the Founders
- More than Key Employees
  
- Advisors
  - Accountant
  - Lawyer
  - Public Relations/Marketing
- Mentor [s]
  - Faculty
  - Advisory Board
  - Board of Directors
- Investors
- Bankers
- Customers

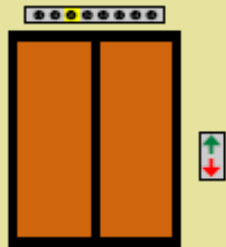


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# The building blocks of your business planning pitch . . .



## Elevator Pitch

- 30-second/1 minute synopsis of your venture: core idea, market, potential, analogy, etc.



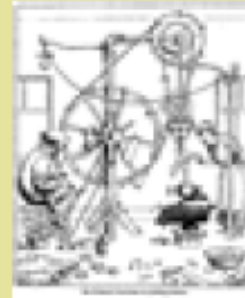
## "Chalk Talk"

- 2-10 minute summary of key venture elements
- Informal "on the fly" media: white board/flipchart/etc.



## Power Point\*

- 10-30 minute formal rehearsed presentation of your venture
- Allow >50% available time for Q&A
- Handouts/leave behinds



## Demo

- Brief demonstration of prototype/example/illustrative transaction/model/etc. that makes your venture "real" if this is feasible



## Business Plan

- 20-40 page professional explanation of your venture, with all relevant supporting analyses
- Lays out your case: why your team/why this venture/why now/why this strategy/etc.



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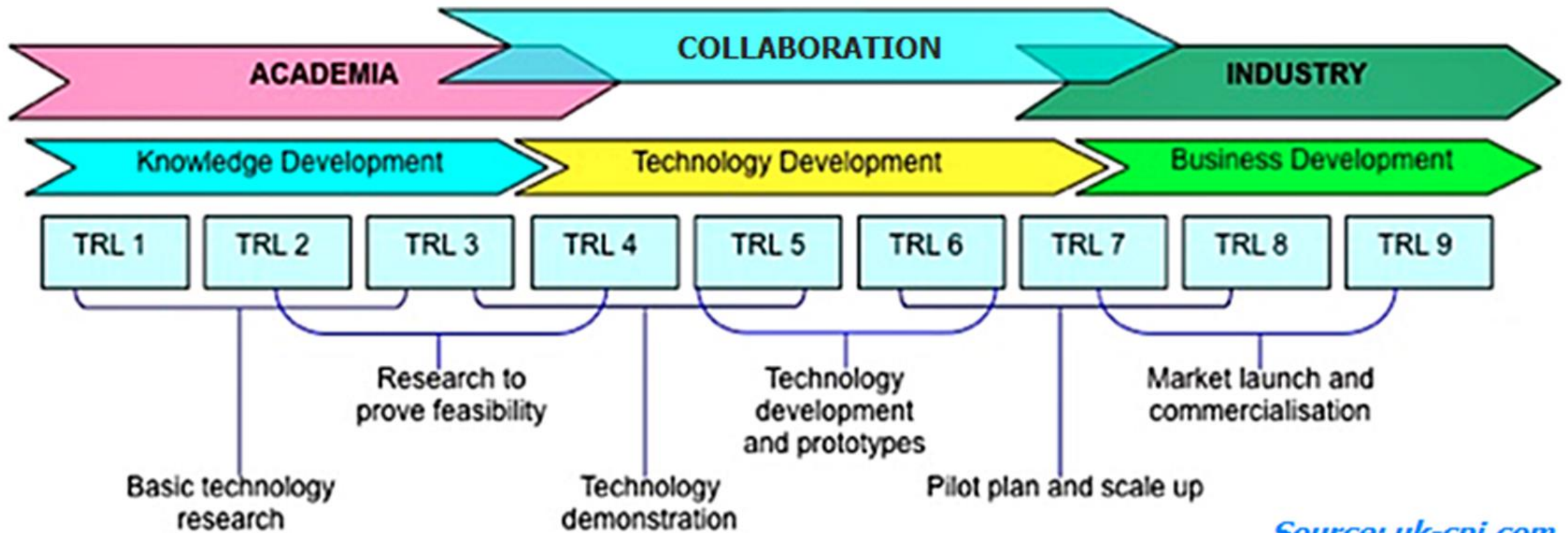
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НА ОБРАЗОВАНИЕТО  
И НАУКАТА





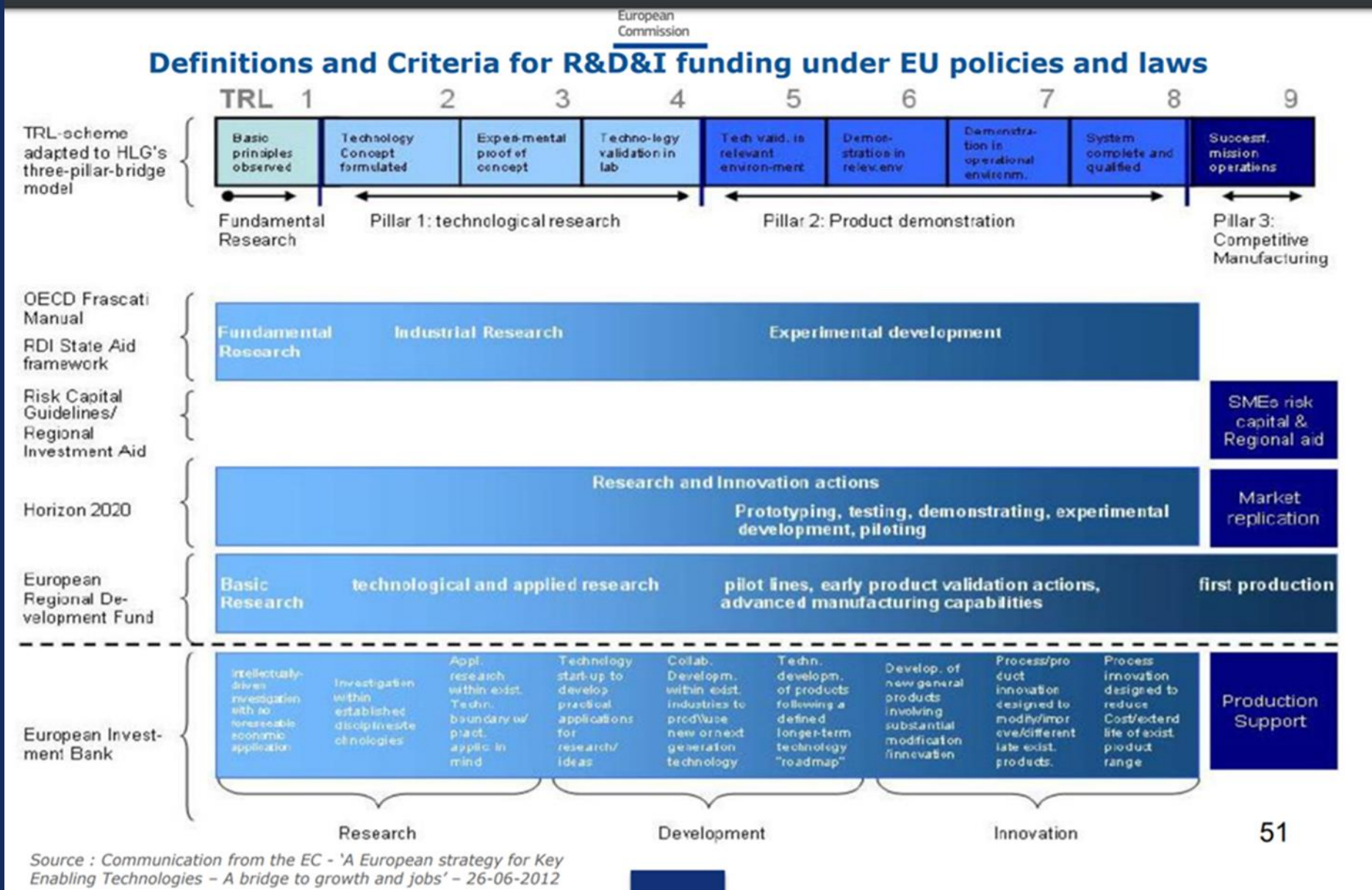
Технологични изследвания и разработване на продукти. Нива на готовност на технологията (TRL). Commercialization Readiness Level (CRL). Commercial Readiness Index (CRI). Методика за оценка и инструменти на иновативни проекти. Примери

## The Innovation Chain: Converting Science into Wealth



Source: [uk-cpi.com](http://uk-cpi.com)

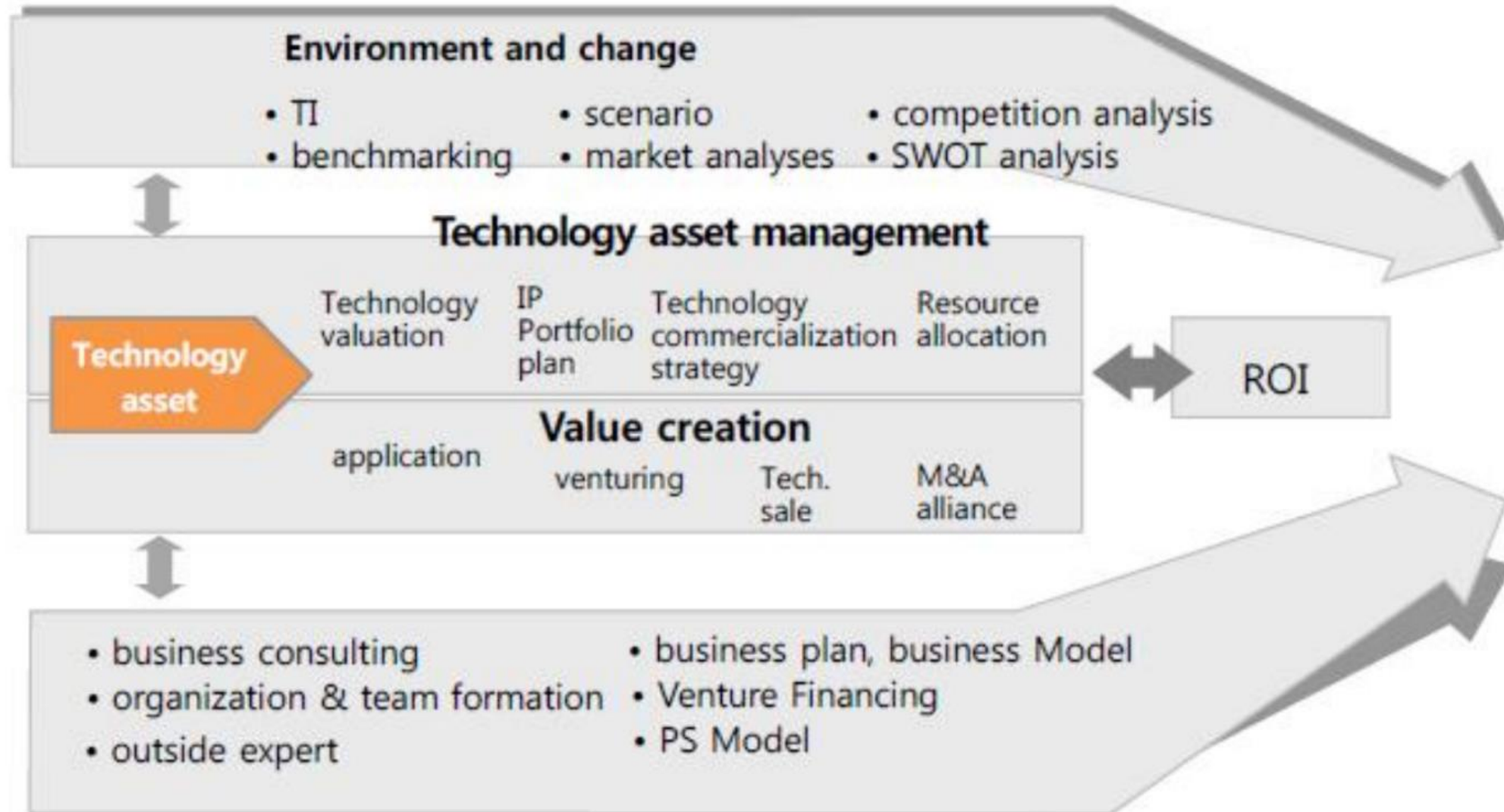




Source : Communication from the EC - 'A European strategy for Key Enabling Technologies - A bridge to growth and jobs' - 26-06-2012



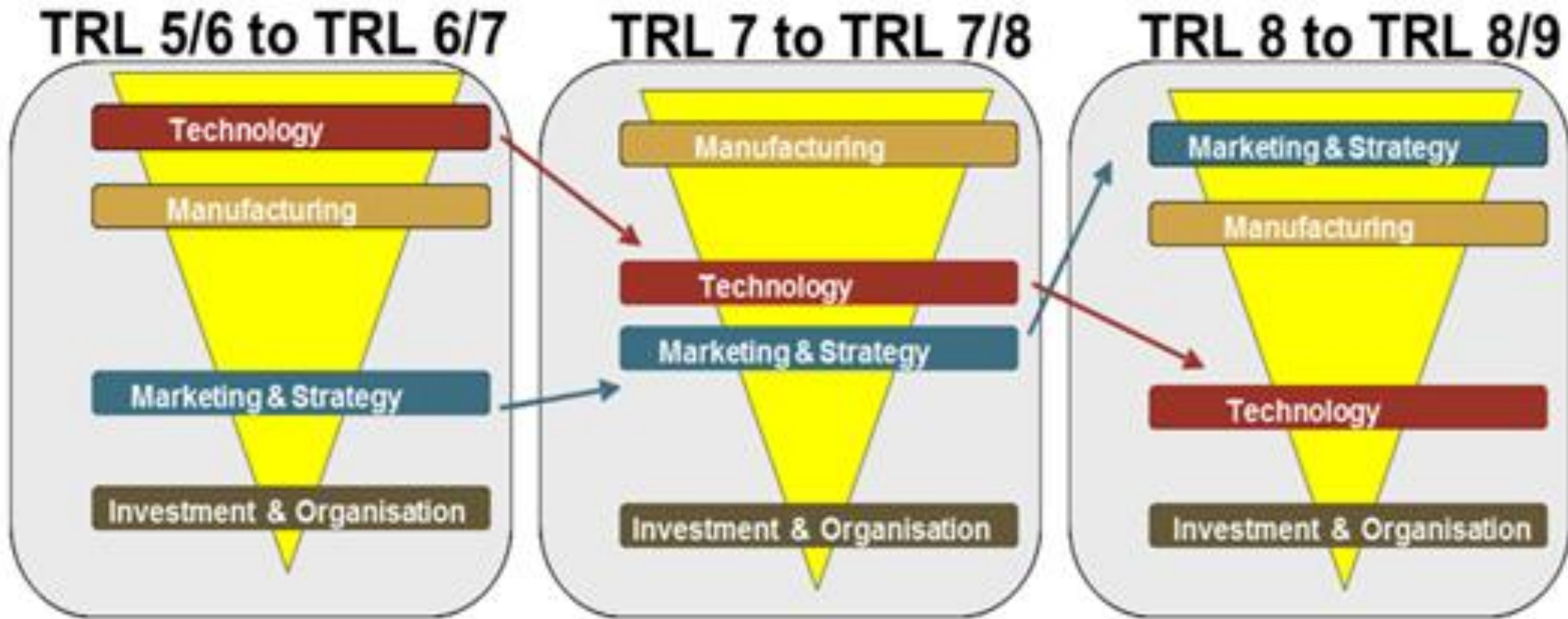
Фигура 2. EU strategy for Key Enabling Technologies and role of KETs in Horizon 2020 Confindustria Brussels, 14 November 2013  
 [http://www.confindustriavg.it/confindustria/trieste/istituzionale.nsf/frame/E5690909BA5FCE61C1257C28003E2191/\$File/Pres...]



Source : SRIC-BI







**Figure 3: Ranking of categories by Technology Readiness Level**

## The role of IP management at the business level

|                                | Typical contributions to IP management   |   |
|--------------------------------|--|---|
|                                | Business managers  | Technology and IP professionals   |
| <b>IP management</b>           |  |   |
| <b>Strategy</b>                | <ul style="list-style-type: none"> <li>Setting and communication of business strategies</li> </ul>   | <ul style="list-style-type: none"> <li>Corporate technology strategy</li> <li>Lifecycle concepts of technology and IPR</li> </ul> |
| <b>Decision</b>                | <ul style="list-style-type: none"> <li>Valuation and portfolio analysis</li> </ul>   | <ul style="list-style-type: none"> <li>Corporate technology strategy</li> <li>Lifecycle concepts of technology and IPR</li> </ul> |
| <b>Implementation</b>          | <ul style="list-style-type: none"> <li>Effectiveness and efficiency considerations</li> <li>Definition and implementation of value chain concepts</li> </ul> | <ul style="list-style-type: none"> <li>Appropriateness of IP rights</li> <li>Filing strategies</li> </ul>                         |
| <b>Organisation</b>            | <ul style="list-style-type: none"> <li>Corporate and business structuring</li> <li>Operational asset exploitation</li> </ul>                                 | <ul style="list-style-type: none"> <li>IPR enforcement</li> <li>Cooperations</li> </ul>   |
| <b>Leadership</b>              | <ul style="list-style-type: none"> <li>Human relationship management</li> </ul>  | <ul style="list-style-type: none"> <li>Administrative processes in IP department</li> </ul>                                       |
| <b>IP business development</b> | <ul style="list-style-type: none"> <li>Entrepreneurship</li> <li>Business planning</li> </ul>  | <ul style="list-style-type: none"> <li>IPR expertise and advisory</li> </ul>  |



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Иновации и интелектуална  
собственост, IP, IPR. Права и  
защита – Авторско право. The  
European Patent Office (EPO) и  
патентно ведомство на  
Република България

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# Intellectual Property

***Intellectual property (IP) refers to creations of the mind:*** inventions, literary and artistic works, and symbols, names, images, and designs used in commerce.

**IP is divided into two main categories:**

- **Industrial property**, which includes inventions (patents, useful model), trademarks, industrial designs, and geographic indications of source; and
- **Copyright**, which includes literary and artistic works such as novels, poems and plays, films, musical works, artistic works such as drawings, paintings, photographs and sculptures, and architectural designs.

Rights related to copyright include those of performing artists in their performances, producers of phonograms in their recordings, and those of broadcasters in their radio and television programs.



## Understand the landscape

Strategic intelligence – components for a sound exploitation & impact strategy

*WP and Call Challenges,  
Objectives & Topics; Expected Impact*





## Intellectual Property as a Business Asset



- What is intellectual property (IP)?  
What are intellectual property rights (IPR)?
- Why is intellectual property important?
- How can intellectual property be a business asset?
- What should you know before entering into a new business collaboration?
- IP in collaborative projects
- How can you use intellectual property to grow your business?
- Examples of IP business strategies
- Which institutions can you turn to for support?



The screenshot shows a web browser window with the URL [euipo.europa.eu/knowledge/course/view.php?id=4528#section-2](https://euipo.europa.eu/knowledge/course/view.php?id=4528#section-2). The page is the 'ACADEMY LEARNING PORTAL' for EUIPO (European Union Intellectual Property Office). The main content area is titled 'IP for business advisers' and features a breadcrumb trail: 'My courses' > 'INTELLECTUAL PROPERTY' > 'GENERAL IP KNOWLEDGE' > 'IP for business advisers'. A large text block reads: 'Welcome - Bienvenido - Bienvenue - Benvenuto - Willkommen !'. Below this is a 'Need help?' link with a flag icon. On the right, there is a graphic of a shield divided into six colored segments, each containing an icon related to intellectual property (e.g., a gear, a scale, a magnifying glass, a document, a person, and a shield). The left sidebar contains a navigation menu with items: 'IP for business advisers', 'Badges', 'Grades', 'Introduction', 'Case studies', 'Facts about IP', 'Put it into practice!', and 'Feedback'. The top navigation bar includes 'CATALOGUE', 'ABOUT US', 'ENGLISH (EN)', and a user profile for 'Petko Ruskov'.



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**Education**

**Research**

**Industry Practice**

**Blog**

**MIPLM Course**

**CEIPI Summer School**

**CEIPI Executive IP Management Days**

**International Institute for Intellectual Property Management**

**I<sup>3</sup>PM**

**Academic Research Programme**

**Graduate School**

**MIPLM Industry Case Study Series**

**European Patent Office**

Office européen des brevets

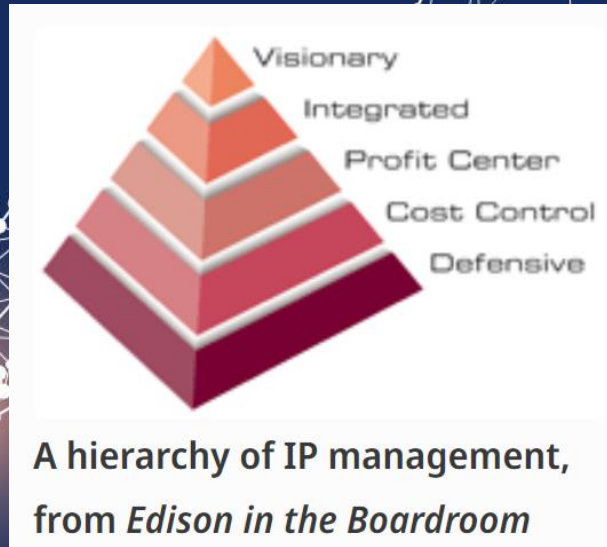
**Defensive level.** Companies at this level use their IP for defensive purposes only. Their goals are to protect their own innovations, to ensure that they don't infringe the IP of others, and to obtain more IP. The costs in filing fees, enforcement and other legal expenses can be high.

**Cost control level** Companies at this level still have a defensive approach, but now focus on finding ways to obtain protection while simultaneously minimizing the costs of creating and maintaining their IP.

**Profit center level** Companies reach this level once they begin to license out their IP, or otherwise to use it in support of their company business activity.

**Integrated level.** Here the company's business units have grasped the power of using IP for a range of business roles. IP use for business becomes integrated across all of the company's business activity.

**Visionary.** At this level of IP management sophistication, companies take a long-term view of the company's role in business and in its industry. They seek to use the company's IP to create more strategic value.



[https://www.wipo.int/wipo\\_magazine/en/2008/01/article\\_0008.html](https://www.wipo.int/wipo_magazine/en/2008/01/article_0008.html)

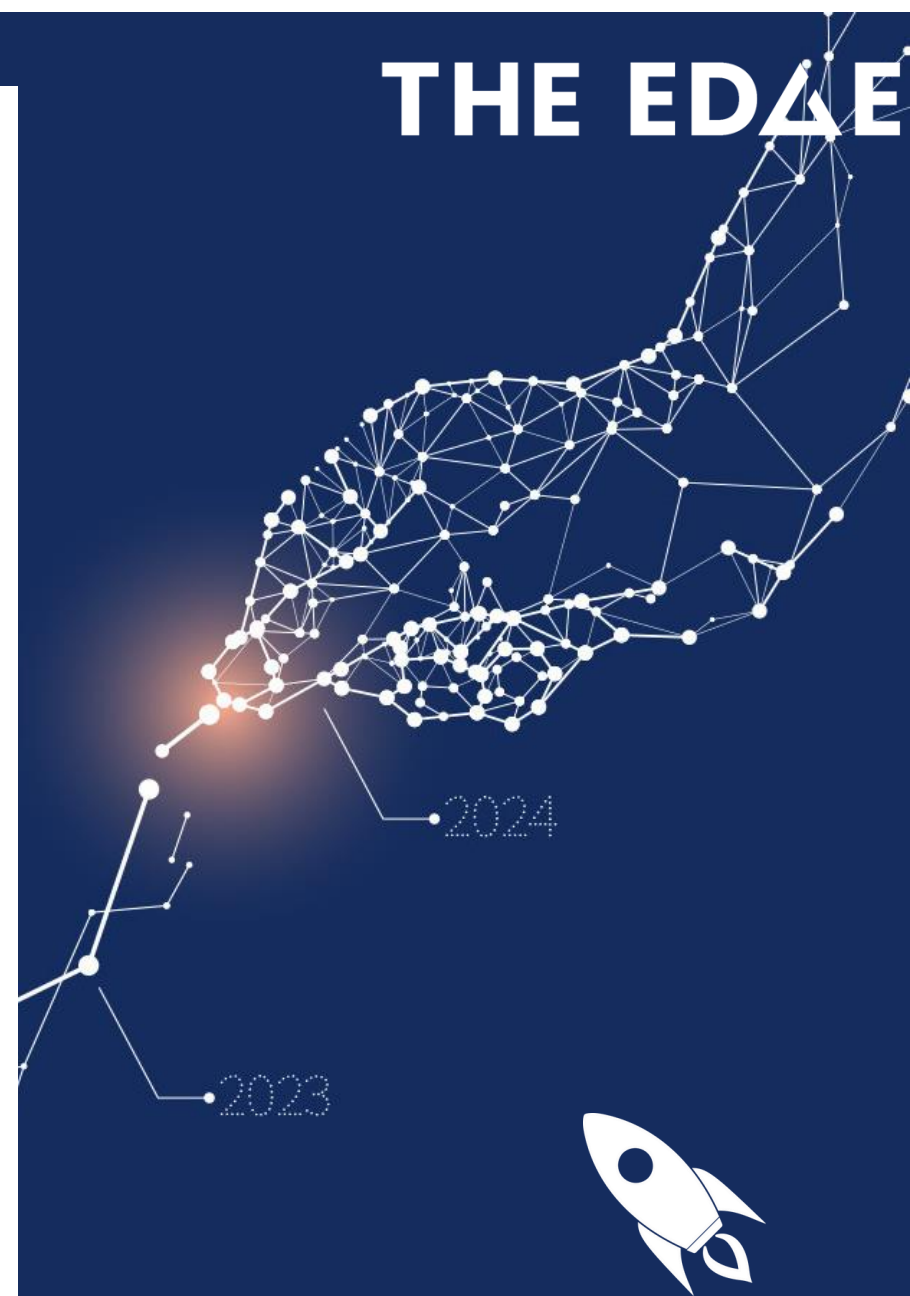




The figure displays four patent document front pages, each with numbered callouts (1) through (19) pointing to specific data fields:

- (1) USPTO (United States Patent Application Publication):** Shows fields for Pub. No. (US 2017/0229744 A1), Pub. Date (Aug. 10, 2017), Applicant (Umicore, Brussels (BE)), Inventors (Jeroen HEULENS, Kerkom (BE); David VAN HOREBEEK, Tiel-Wingae (BE); Maarten QUIX, Helekom (BE); Sybald BROUWER, Berchem (BE)), Appl. No. (15903416), PCT Filed (Aug. 3, 2015), PCT No. (PCT/EP2015/067809), Foreign Application Priority Data (Aug. 14, 2014 (EP) 14181054.9), and Int. Cl. (H01M 10/42).
- (2) EPO (EUROPEAN PATENT SPECIFICATION):** Shows fields for Date of publication (16.10.2018), Application number (15742336.2), Date of filing (03.08.2015), International application number (PCT/EP2015/067809), International publication number (WO 2016/023778), and Designated Contracting States (AL, AT, BE, BG, CH, CY, CZ, DE, DK, EE, ES, FI, FR, GB, GR, HR, HU, IE, IT, LI, LU, LV, MC, MK, MT, NL, NO, PL, PT, RO, RS, SE, SI, SK, SM, TR).
- (3) CNIPA (中华人民共和国国家知识产权局):** Shows fields for Application No. (201500042520.1), Filing Date (2015.08.03), Priority (20150054.9), and Agent (王雷, 郭国清).
- (4) KIPO (대한민국특허청 (KR) 공개특허공보(A)):** Shows fields for Application No. (10-2017-0041899), Filing Date (2017년04월17일), Inventors (홍원익, 최예호), Applicant (Umicore Korea), and Agent (김정희, 김재홍).

Fig. 3.3 Sample front page of patent document issued from the EPO, USPTO, CNIPA, and KIPO (in order from left to right)



|   |                                     |
|---|-------------------------------------|
| (12) National or regional application filed | (10) Patent number                  |
| (54) Title of the invention                 | (45) Date of patent                 |
| (71) Name of applicant                      | (52) National classification        |
| (72) Name of inventor                       | (58) Field of classification search |
| (73) Name of assignee                       | (56) References cited               |
| (21) Application number                     | (57) Abstract                       |
| (22) Filing date                            |                                     |
| (65) Prior publication data                 |                                     |
| (63) Related U.S. application data          |                                     |
| (51) International patent classification    |                                     |

(12) **United States Patent**  
Chawan et al.

(10) Patent No.: **US 9,967,644 B2**  
(45) Date of Patent: **\*May 8, 2018**

(54) **MAGNETIC RETENTION OF EARBUDD WITHIN CAVITY**

(52) U.S. CL.  
CPC — **H04R 1/1016** (2013.01); **A45C 11/00** (2013.01); **A45C 13/005** (2013.01); **A45C 13/02** (2013.01);  
(Continued)

(71) Applicant: **Apple Inc., Cupertino, CA (US)**

(58) **Field of Classification Search**  
CPC — **H04R 1/1016**; **H04R 1/1025**; **H04R 1/1056**; **H04R 24/2007**; **H02J 7/0044**; **H02J 7/025**; **H02J 7/027**; **A45C 2011/001**  
See application file for complete search history.

(72) Inventors: **Arun D. Chawan**, San Francisco, CA (US); **Ries L. Zierkenderfer**, San Francisco, CA (US); **Kurt Nield**, Los Gatos, CA (US); **Lee M. Panocki**, San Francisco, CA (US); **Shannon X. Yang**, Sunnyvale, CA (US); **Daniel Max Strugwater**, San Francisco, CA (US); **Marcus Albanides**, San Francisco, CA (US); **Benjamin A. Cousins**, Campbell, CA (US); **Eric S. Jol**, San Jose, CA (US); **Daniel C. Wagman**, Scotts Valley, CA (US)

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(Continued)

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CN 101041969 2/2010  
(Continued)

**OTHER PUBLICATIONS**

US 9,704,673, 10/2017, Chawan et al. (withdrawn)  
(Continued)

*Primary Examiner* — Joshua Kaufman  
(74) *Attorney, Agent, or Firm* — Kilpatrick Townsend and Stockton, LLP

**ABSTRACT**

A case for an earbud includes a receiving cavity sized and shaped to accept the earbud within the receiving cavity. The case includes one or more housing magnetic components configured to magnetically attract and secure the earbud within the receiving cavity. The one or more housing magnetic components can be configured to form a Halbach array to increase the magnetic force of the one or more housing magnetic components. The earbud includes a speaker magnet and a separate magnetic element that are arranged to be  
(Continued)

(73) Assignee: **Apple Inc., Cupertino, CA (US)**

(\* ) Notice: Subject to any disclaimer, the term of this patent is extended or adjusted under 35 U.S.C. 154(b) by 0 days, days.  
This patent is subject to a terminal disclaimer.

(21) Appl. No.: **15/988,444**

(22) Filed: **May 5, 2017**

(65) **Prior Publication Data**  
US 2017/0245038 A1 Aug. 24, 2017

**Related U.S. Application Data**  
(63) Continuation of application No. 15/273,691, filed on Sep. 22, 2016.  
(Continued)

(51) **Int. Cl.**  
**H04R 1/10** (2006.01)  
**H04R 1/34** (2006.01)  
(Continued)

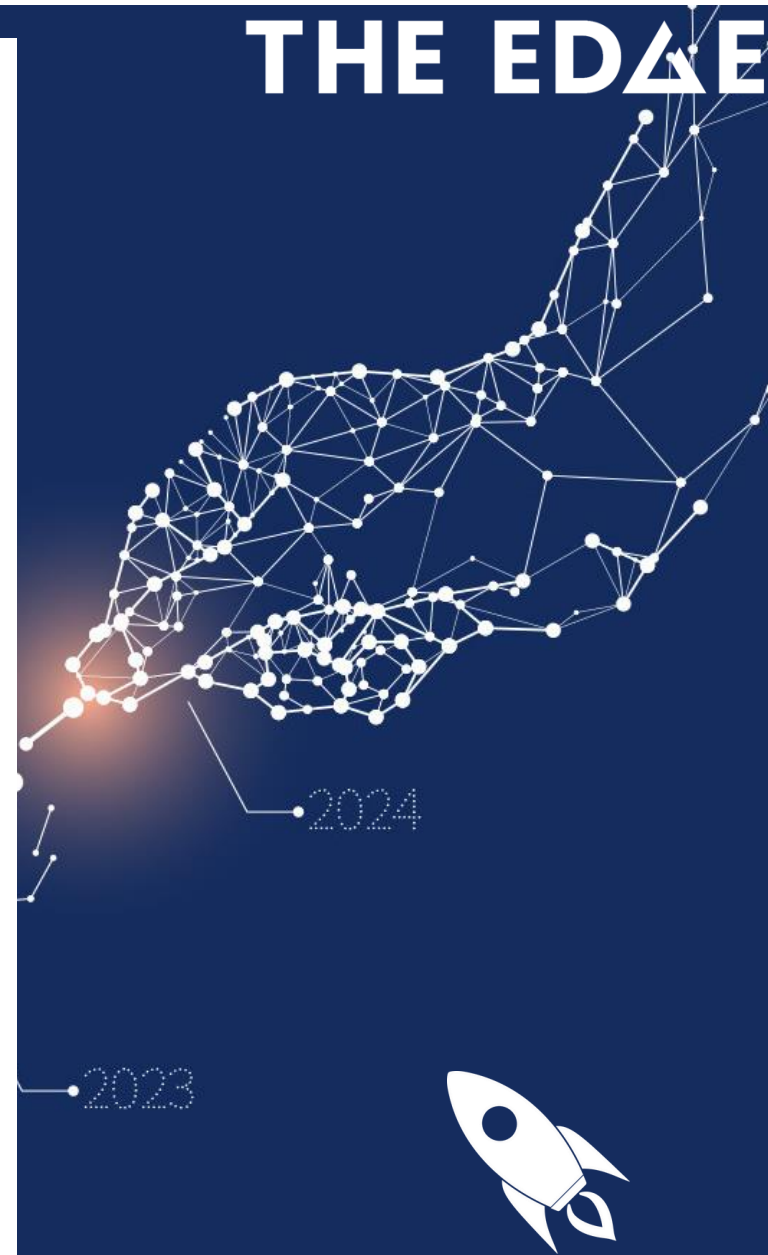
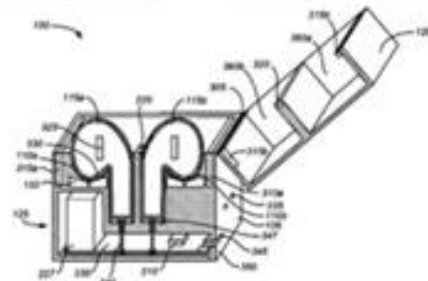


Fig. 3.4 Front page of utility patent of Apple's AirPods (US 9,967,644)

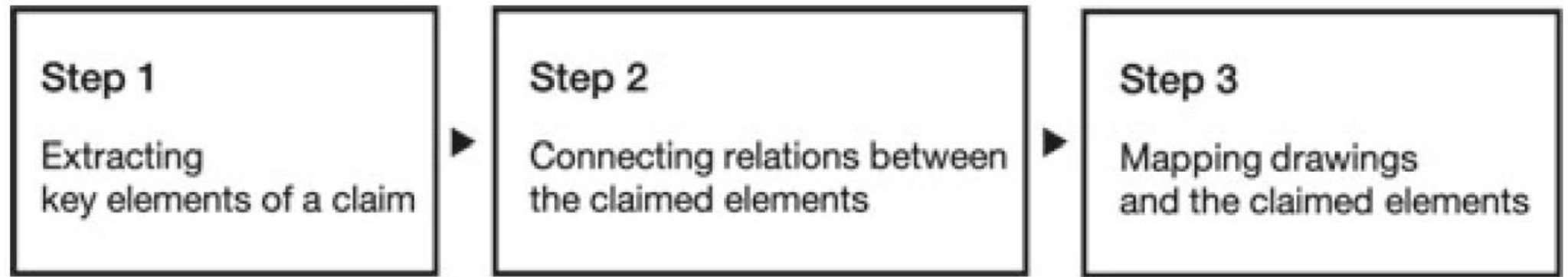
**Table 3.6** Comparison of design classification systems by countries with the example of mobile telephones

| Patent offices | Classification system       | Number of classes and sub-classes (/) | Example   | Hierarchies |         |    |         |
|----------------|-----------------------------|---------------------------------------|-----------|-------------|---------|----|---------|
|                |                             |                                       |           | Level 1     | Level 2 |    | Level 3 |
| WIPO<br>EUIPO  | Locarno classification      | 32/223                                | 14-03     | 14          | 3       |    |         |
| USPTO          | USPC                        | 33/5,631                              | D14/138AA | D14         | 138     |    | AA      |
| KIPO           | Korean design code          | 13/75/457/2,559/569                   | H3-301A   | H           | 3       | 30 | 1 A     |
| JPO            | Japan design classification | 13/76/3,114/1,844                     | H7-43AA   | H           | 7       | 4  | 3 AA    |

Note that the Locarno Classification was initially developed by the European member nations where substantive examination for design applications is not required. The Locarno system has stressed its practical uses rather than its searchability. Therefore, the Locarno Classification appears very broad without any sophisticated hierarchies associated with ornamental forms of designs, such as shape descriptions







**Fig. 4.4** Anatomy of patent claims

# Horizon Europe: IP Management approach

## IP Awareness

1

- IP Policies
- Rules
- Agreements
- Training

## IP Portfolio

2

- Background
- Results
- Capturing
- Ownership

## IP Assessment

3

- IP-landscaping
- FTO
- Patentability check
- Protection Strategy

## IP Protection

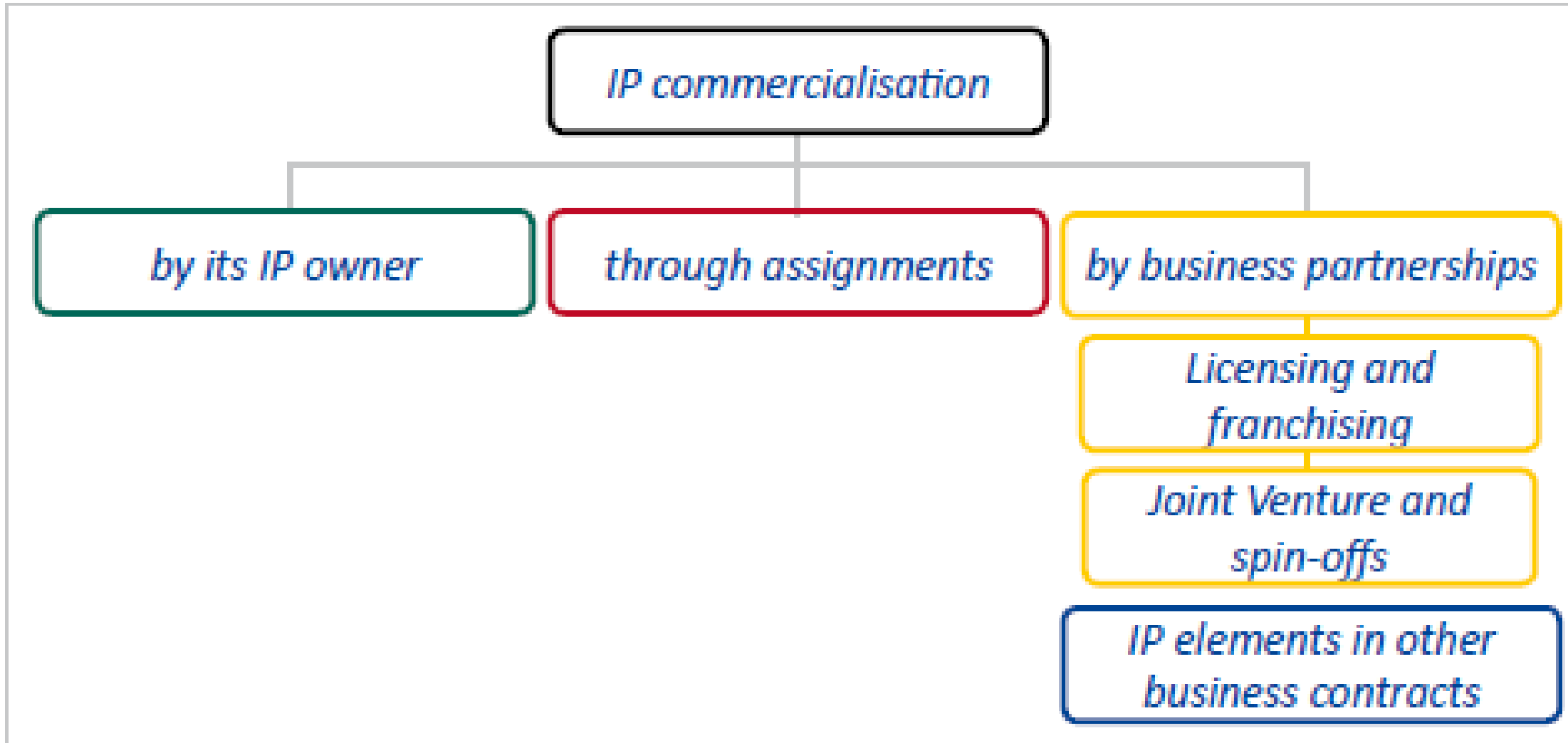
4

- Registered IP
- Trade Secrets
- Copyright
- Related costs

## IP Valorisation

5

- Dissemination
- Exploitation
- Transfer
- Post-Project agreements



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## IP Management

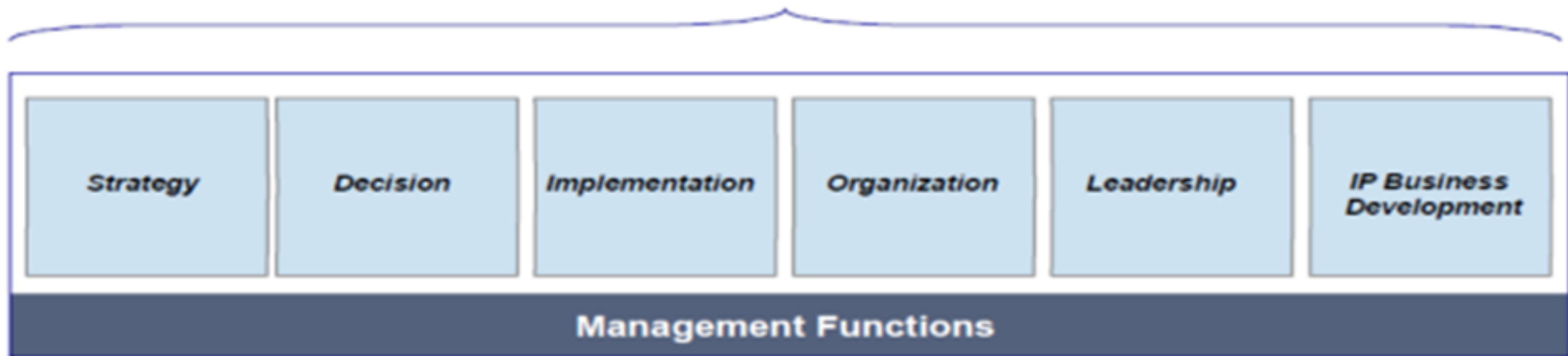


STEINBEIS UNIVERSITY, BERLIN  
STEINBEIS-TRANSFER-INSTITUTE  
INTELLECTUAL PROPERTY MANAGEMENT



An *IP Manager* must have a sound knowledge and understanding of the different management functions

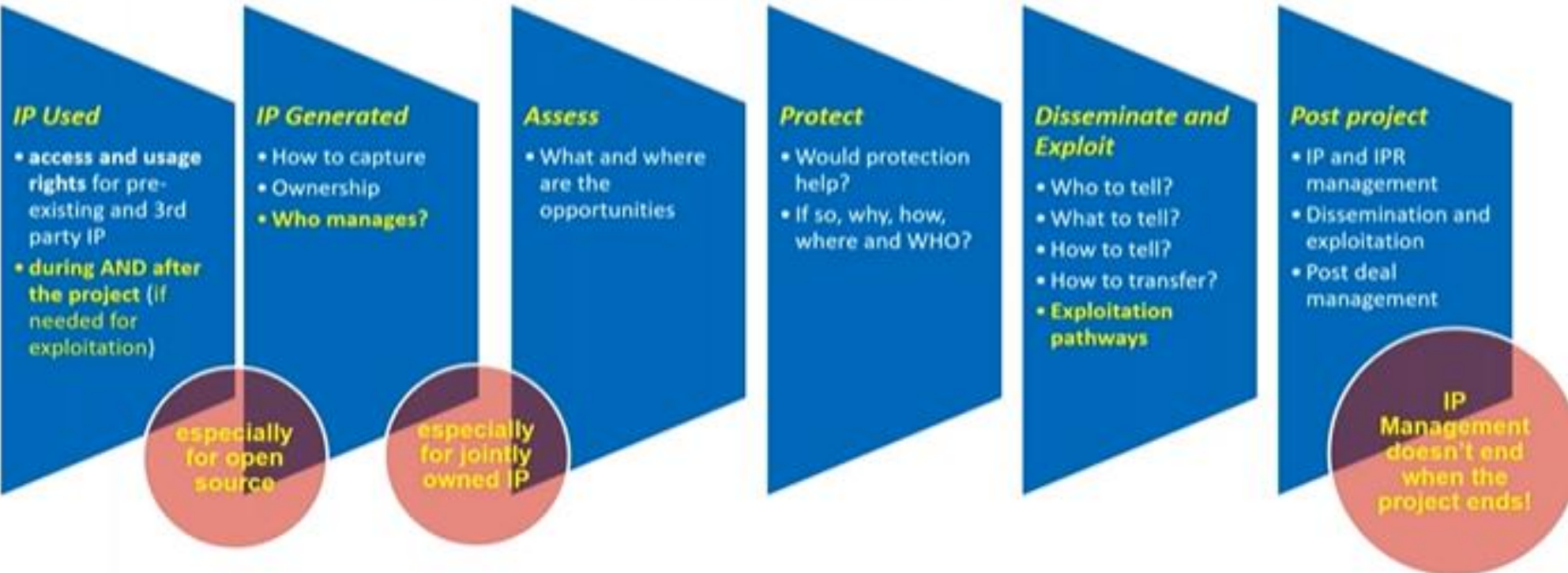
### Working areas of an IP Manager



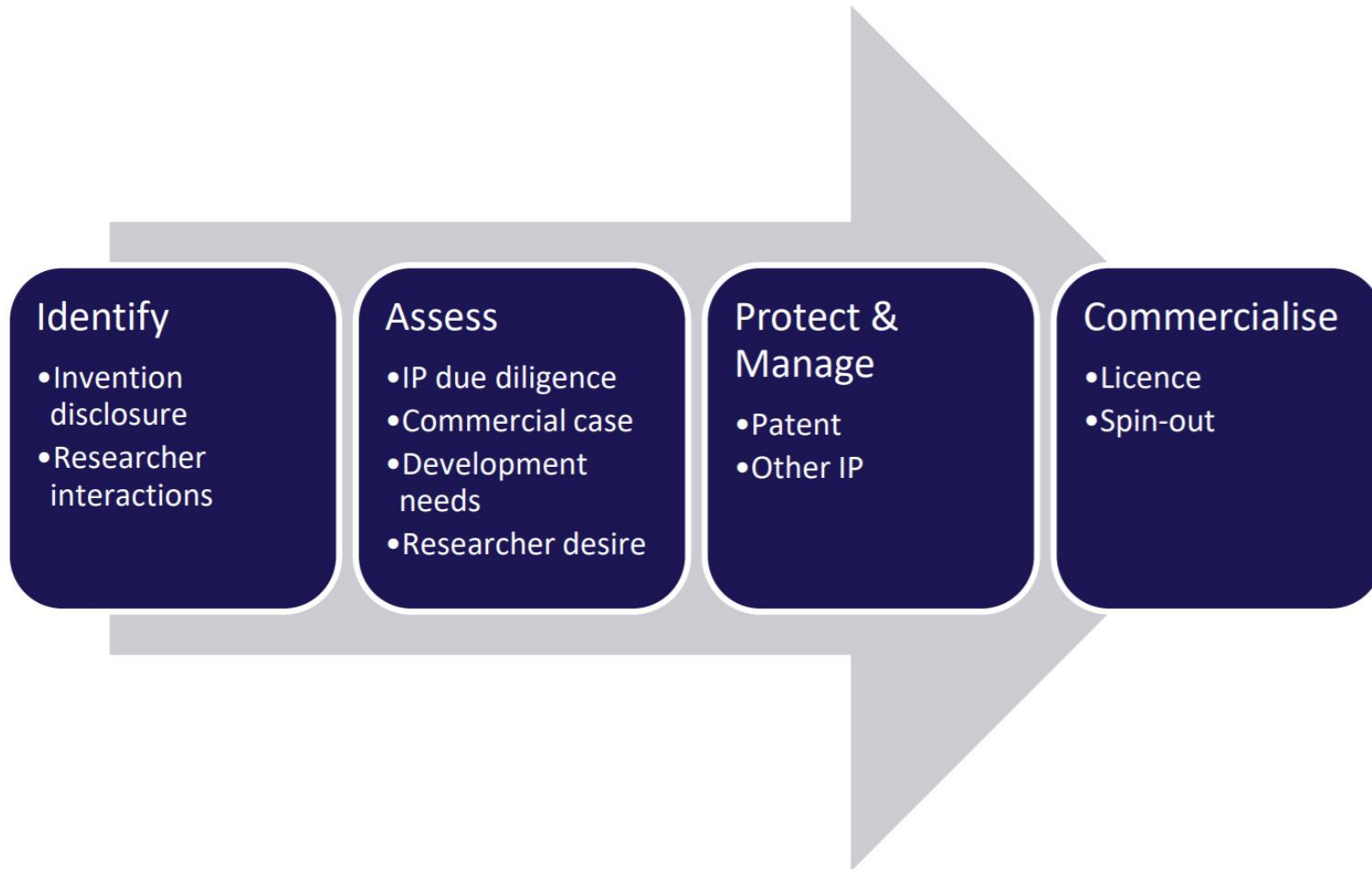


# IP Management - Managing the KEY assets!

## The 6 pillars of IP Management



## IP Management





# IP Management via the DIN 77006 Standard

DIN 77006 provides a guideline for the quality of IP management to enhance long-term business strategy and success, and includes the following topics:

IP-Strategy

5.1.2

IP-Awareness

6.1.2

IP-Risk Management

7.3

IP-Administration

8.1

IP-Generation

8.4.2

IP-Enforcement

8.4.3

IP-Defense

8.4.4

IP-Transactions

8.4.5

IP-Reporting

9.3.1



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## ipHandbook of Best Practices

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CHAPTER NO. 6.2

## Establishing a Technology Transfer Office

**Terry A. Young**, Director of Research Development, University of South Dakota, U.S.A.

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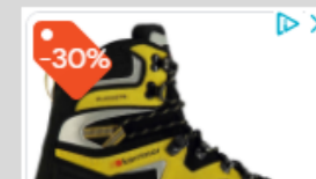
### Abstract

Technology transfer does not just happen. Transferring knowledge and innovation from a public research organization to the private sector for commercial application and public benefit requires a formal mechanism—a technology transfer office (TTO)—to protect and license intellectual property. Establishing a new TTO is no trivial matter, and the decision to create one should be made within the context of a long-term plan that takes into consideration the following questions: (1) Does “research commercialization” align with the institution’s mission? (2) Do the quality and quantity of research within the institution warrant the establishment of a TTO? (3) Is the institution willing to make a long-term commitment to required institutional changes and to adequately invest in

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Related Definitions:

[Bayh-Dole Act of 1980](#)  
[assignment](#)  
[claims](#)  
[commercialization](#)  
[copyright](#)  
[intellectual property \(IP\)](#)  
[invention](#)  
[license](#)  
[licensee](#)  
[notice](#)  
[patent \(U.S.\)](#)  
[prior art](#)  
[royalty](#)  
[trademark](#)



2024



## IP cost tool

The purpose of the Cost Tool is to provide EU SMEs with a reliable overview of costs involved with the registration of their IP in third markets (China, India, South-east Asia, Latin-America). The costs are expressed in Euro where possible so as to ensure the information is easy to grasp for EU SME needing an estimate of costs incurred when dealing with the national IP offices of the countries you are thinking to do business with/in!

Like all other services we provide, the tool will be freely accessible with minimal input required from the user and provide a real-time response. Based on the options selected you will be able to find information regarding the following fees for the registration of trade marks, patents, industrial designs, utility models and copyright:

- Application Fees
- Examination Fees
- Renewal Fees
- Surcharges / exceptions
- Annuity Fee





# IP diagnostic tool

The IP Diagnostic tool will help you analyse your level of preparedness and knowledge in IP and identify the relevant aspects on which you may need further information.

This test consists of a questionnaire divided into three categories:

- **IP Protection** – to identify which are the most relevant IP rights to you
- **IP Internationalisation and Commercialisation** – to assess your knowledge on how IP rights can be exploited for your business
- **IP Practice** – to test your general awareness in IP
- Once you have completed the questionnaire you will get a personalised report helping you identify the areas in which you should be careful in drafting or adapting your IP strategy when internationalising to a new region.



# Упражнения

## Представяне на екипите

- *Резюме на идеята*
- *Канава на бизнес модела*



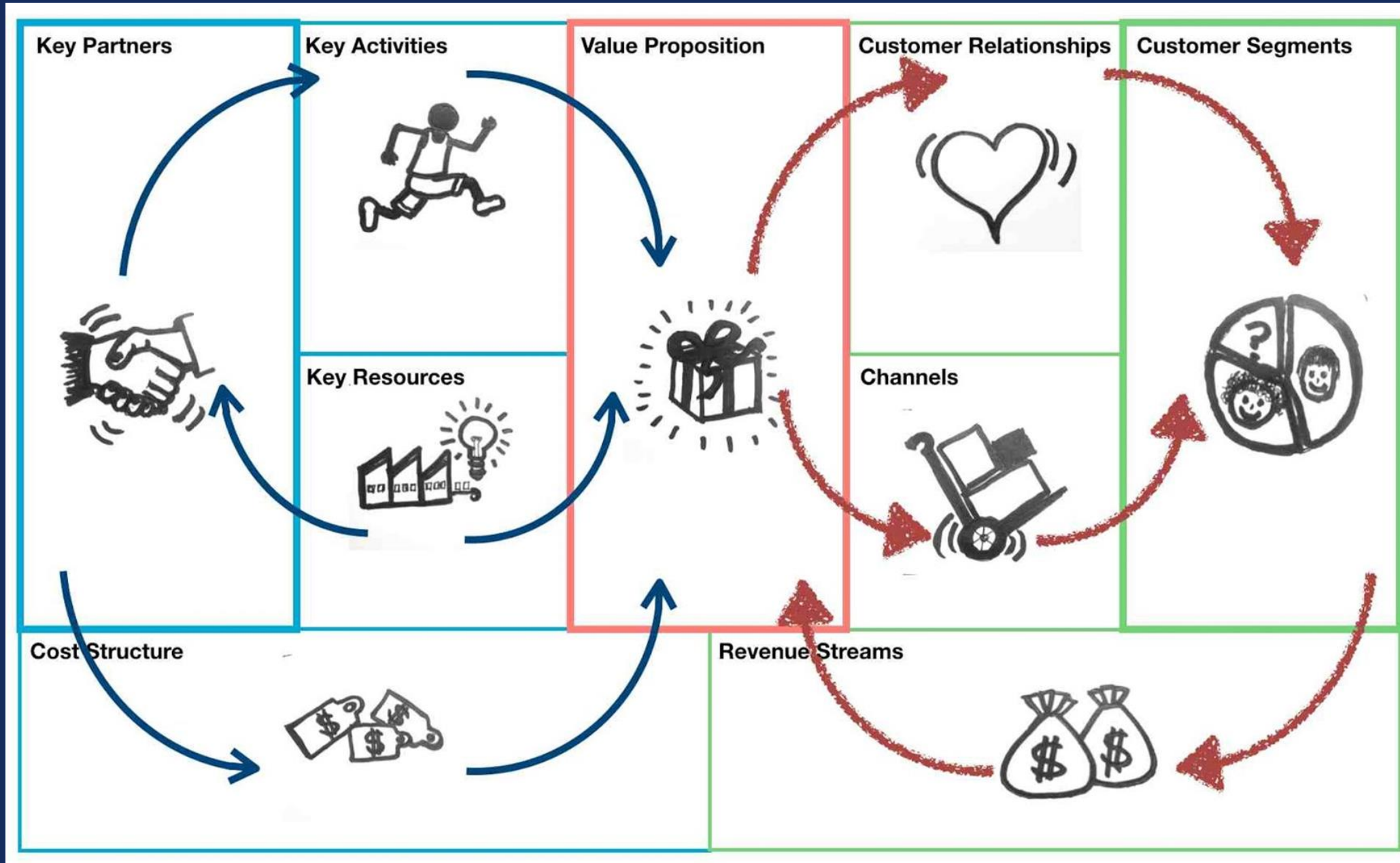


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|                              |                               |   |
|------------------------------|-------------------------------|---|
| <b>TARGET CUSTOMER</b>       | <b>JOB-TO-BE-DONE</b>         | <b>CONSUMPTION BARRIER</b>  |
| <b>IDEA SKETCH/ OVERVIEW</b> | <b>BASIC BUSINESS MODEL</b>   | <b>IMPACT POTENTIAL</b><br><p>Goal</p> <p>Population Purchase Frequency Price</p> <p>Required Penetration</p> |
|                              | <b>CRITICAL UNCERTAINTIES</b> | <b>TESTING PLAN</b>   |





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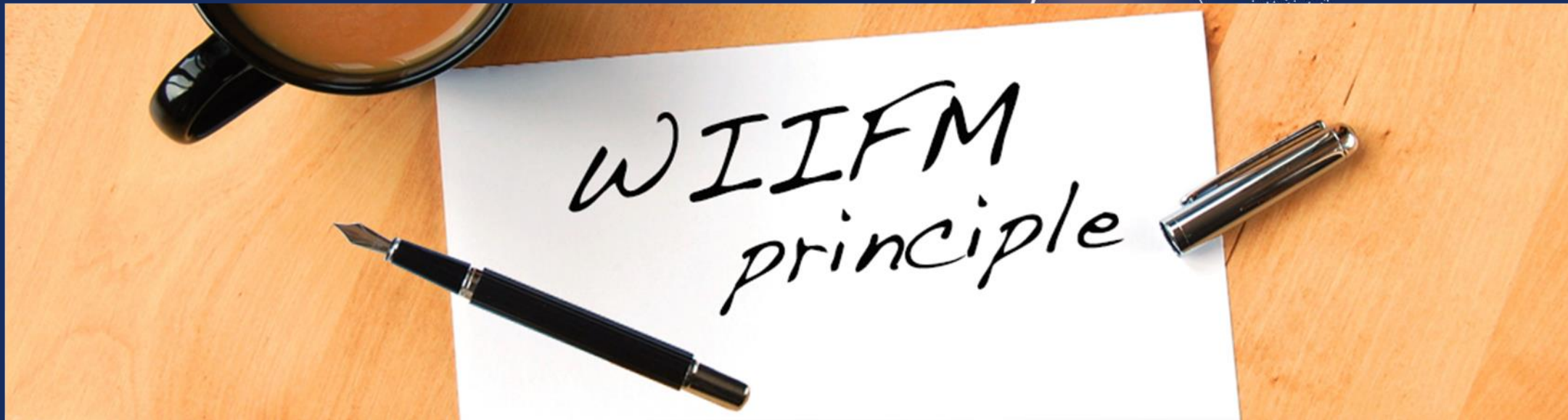
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НА ОБРАЗОВАНИЕТО  
И НАУКАТА

**THE EDGE**



*С какво ще си тръгна след дискусията?*

10/23/2023

PR TT&T



# Рефлексии



## Reflection

Did you achieve the learning goals of the module?

Take notes in your learning journal.





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**Thank  
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