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Биоактивни органични и неорганични
авангардни материали и чисти технологии



МИНИСТЕРСТВО
НА ОБРАЗОВАНИЕТО
И НАУКАТА

THE EDGE

Технологичен трансфер и комерсиализация на технологии

Петко Русков, 12 октомври 2023 г.

10/29/2023

PR TT&TC 20231012





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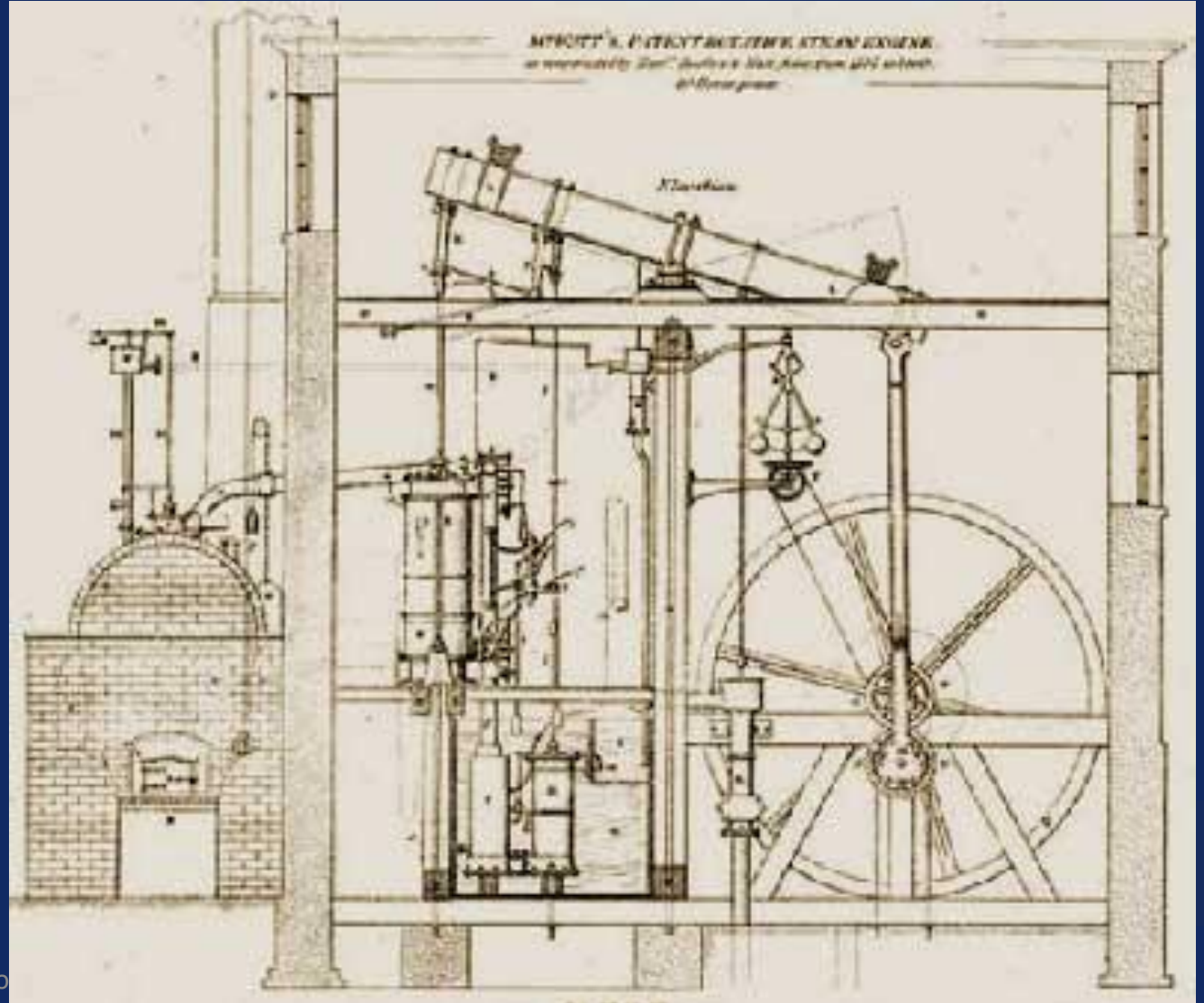
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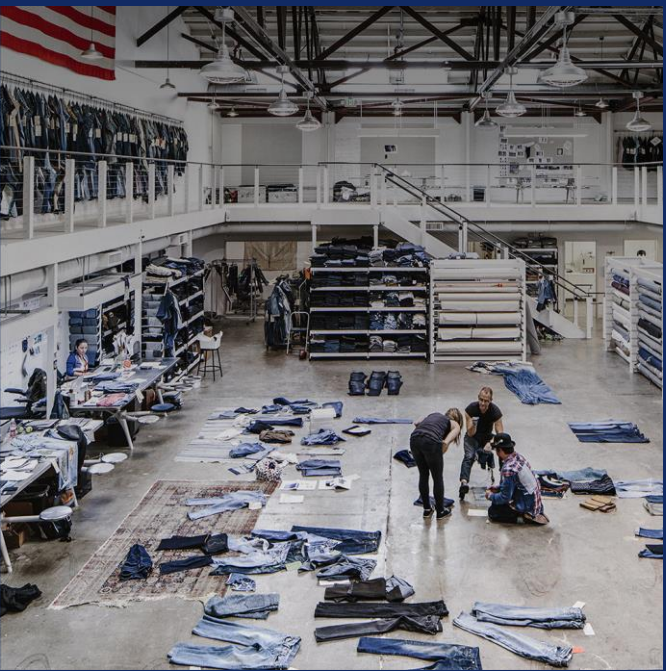
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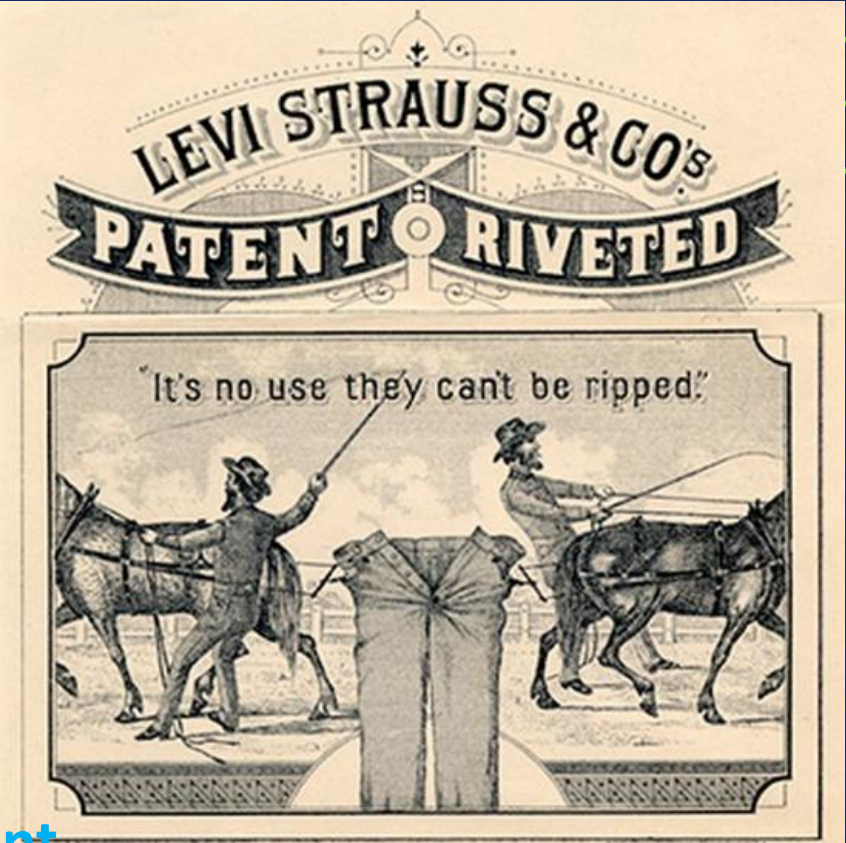
1769 – James Watt Patents the Steam Engine



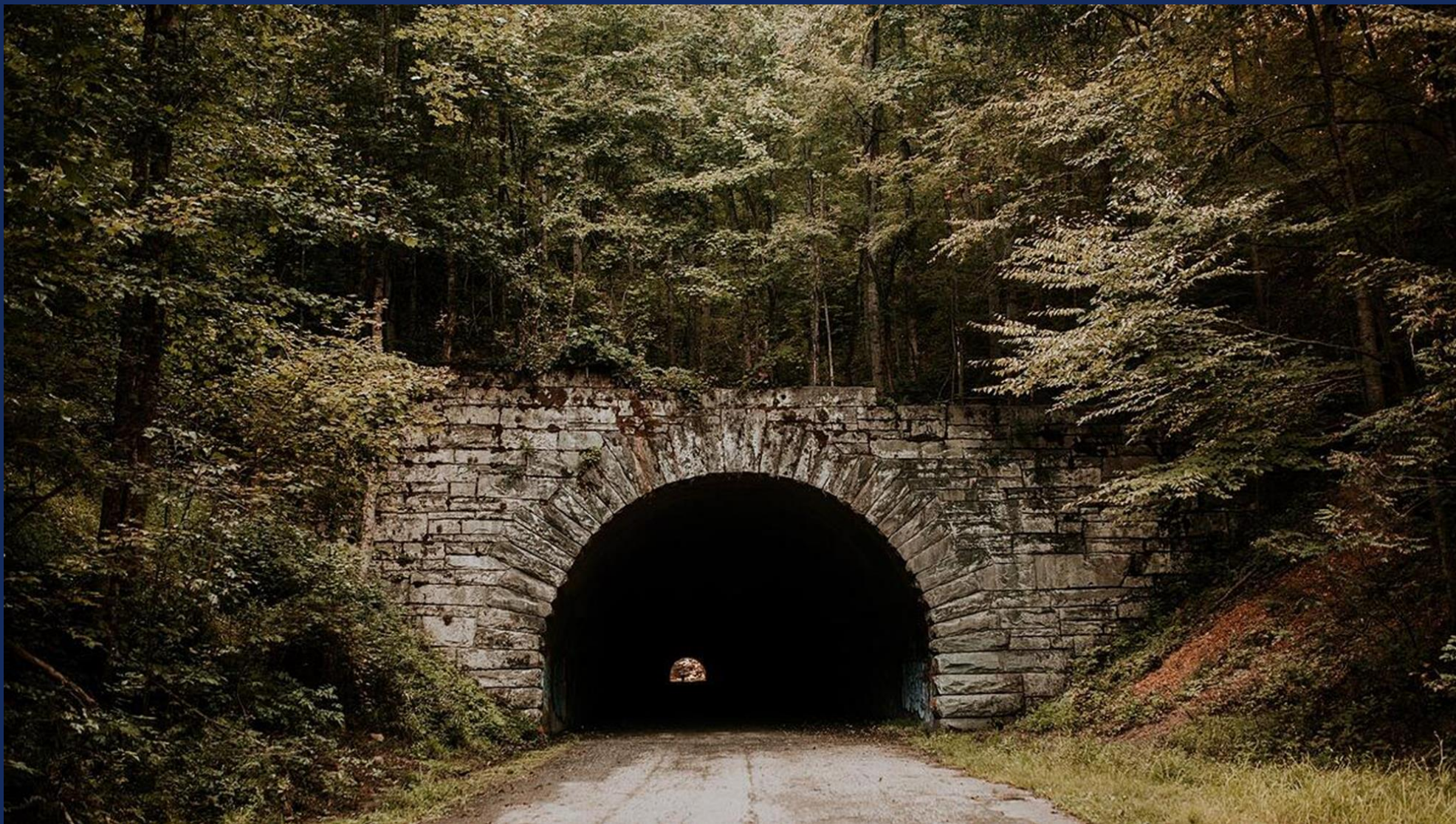
2013 - Eureka Innovation Lab Opens



May 20, 1873 was the day a patent from the U.S. was issued allowing Levi Strauss (to place rivets on jeans)
Only 2022 (Feb.- July)– 13 patents
Filed: February 18, 2020
Date of Patent: July 12, 2022
Assignee: Levi Strauss & Co.



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Success = R & D



Key Question: Can you make money from this product?

3



MIT Sloan
Management Review

**SPECIAL
REPORT**



INNOVATION STRATEGY

Innovation Systems: Advancing Practices to Create New Value

As technology transforms the global business landscape, companies need to examine and update their internal processes for innovation to keep pace.

THE EDGE



Innovation Systems: Advancing Practices to Create New Value

Every organization builds its future through innovations, large and small. These can spring from grassroots efforts to find a better way of doing things and respond to unmet customer needs, or take shape as big bets on new products or business models. As the pace of change accelerates and pressures organizations to speed innovation cycles, new, repeatable processes that support ideation, exploration, and incubation are essential to capturing new ideas' full value.

New research and analysis from Wenjing Lyu, Gina Colarelli O'Connor, and Neil C. Thompson reveal why companies should engage in a comprehensive incubation process before making a judgment on the potential impact of a particular innovation. Evidence shows that innovators are often very poor judges of whether a new development represents a simple incremental improvement or could lead to a blockbuster new product. Taking time to fully explore potential applications early on can save companies from prematurely dismissing good ideas that might turn out to be radical innovations.

David L. Rogers focuses on the particular challenges of digital innovation and argues that businesses won't succeed at it unless they rethink

governance of the overall innovation process. He delves into the new structures and practices that enable the rapid pace and iterative progress required to bring new digital services and products to market.

Open innovation — which involves partners, customers, and others outside the organization in generating or vetting new ideas — has gained popularity as a way to speed new product development. Michela Beretta, Linus Dahlander, Lars Frederiksen, and Arne Thomas bring us new insights from recent research at Lego Group. Already well known for its success drawing on customer ideas for new products, the company continues to evolve its open innovation practice. The authors derived lessons from Lego's practices that could help other companies better integrate customer communities into their product development operations.

Finally, like every other process in a corporation, innovation has been affected by the large-scale shift to remote or hybrid work, with a greater dependence on virtual collaboration. Research conducted by Wietske Van Osch and Burcu Bulgurcu on the use of digital tools for collaboration reveals that the communication and transparency parameters teams set in these environments have implications for the kinds of innovations that are fostered.

— The MIT SMR Editors

SPECIAL REPORT

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Unleash the
Unexpected for Radical
Innovation

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Rethinking Governance
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Innovations Further

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Digital Collaboration

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Sponsor's Viewpoint:
Generative AI and
the CxO's Innovation
Mandate

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How Governance Helps or Hinders Innovation

SIGNS OF POOR GOVERNANCE	SIGNS OF GOOD GOVERNANCE
<ul style="list-style-type: none">▪ A top executive must personally approve any new innovation.	<ul style="list-style-type: none">▪ Established structures provide resources and governance for innovation.
<ul style="list-style-type: none">▪ New ventures move slowly, led by traditional teams in functional silos.	<ul style="list-style-type: none">▪ New ventures move fast, led by highly independent, multifunctional teams.
<ul style="list-style-type: none">▪ Allocating resources to new ventures is slowed by the annual budgeting cycle.	<ul style="list-style-type: none">▪ Resource allocation happens quickly through iterative funding.
<ul style="list-style-type: none">▪ Innovation is limited to a few big projects, which are hard to shut down once they are started.	<ul style="list-style-type: none">▪ A steady pipeline of innovations is managed with smart shutdowns to free up resources.
<ul style="list-style-type: none">▪ The only ventures to gain support are low-risk innovations in the core business.	<ul style="list-style-type: none">▪ Governance supports ventures with low and high uncertainty, both in the core and beyond.

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DEVELOPMENTAL CREATIVITY

Creativity that involves either the combination or expansion of existing concepts.

Example Dialogues:

- “Let’s merge A and B.”
- “Why don’t we use the solution we developed for problem X and apply it to problem Y to see if it solves it.”

DISRUPTIVE CREATIVITY

Creativity that destructs an object or problem so that a new view of the object or problem emerges.

Example Dialogues:

- “Let’s rethink this.”
- “Could we invent a new perspective on the issue?”
- “I’ve been thinking of a new way to approach this problem.”





Separating the Science from the Fiction: Bringing the Lab of the Future to In Vivo Studies

From: webinars@go.fiercelifesciences.com

To: Petko Ruskov

Reply To: webinars@go.fiercelifesciences.com

This week's Fierce Biotech Research is brought to you by RockStep.



Webinar: Separating the Science from the Fiction: Bringing the Lab of the Future to In Vivo Studies

Thursday, December 7, 2023 | 2:00pm ET / 11:00am PT

The **drug discovery process demands a holistic, strategic embrace of advanced cloud technologies and AI to mitigate challenges** and pave the way for reducing errors and improving data quality in drug development. **Join this discussion to explore proven strategies, technology insights, and practical approaches to drive innovation**, ensure data reproducibility, and unlock the potential of the Lab of the Future.

[Register to Learn More](#)

Key Highlights:

Key Highlights:

- Explore how AI is expected to be the number one investment area and what needs to be done to make the adoption efficient and effective.
- Discuss strategies for justifying and championing a transformation initiative and remaining flexible when friction occurs during the adoption process.
- Learn what organizations need to do to have an open and connected tech stack, the limitations of a system of disparate vendors and applications, and whether APIs can be a cure-all.
- Examine how cloud technology helps unlock the value of preclinical data and accelerates research to advance breakthroughs that improve patients' lives.

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JOBS TO BE DONE

THEORY TO PRACTICE

ANTHONY W. ULWICK

FOREWORD BY ALEX OSTERWALDER

"I call him the **Deming of Innovation** because, more than anyone else, Tony has turned innovation, into a science." -PHILIP KOTLER



Re: Your Jobs-to-be-Done Book Download

From: Tony Ulwick

To: Petko Ruskov

Thank you Petko for the kind words. I wish you and your students much success!

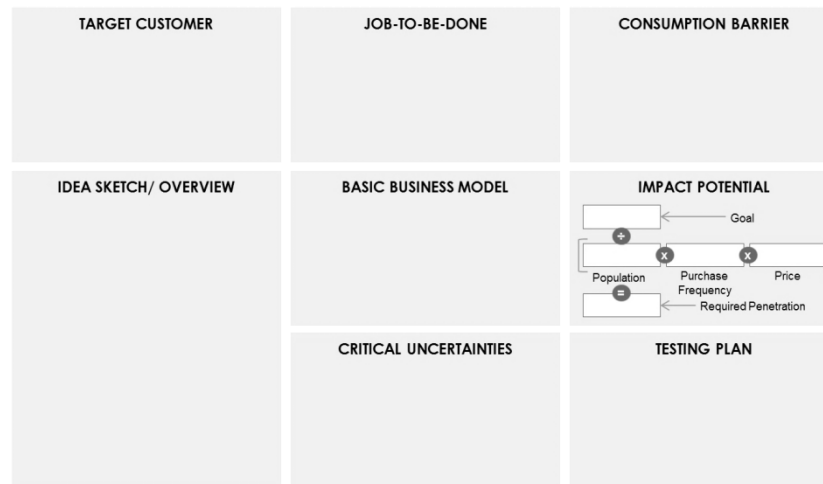
All the best,
Tony

Tony Ulwick
Founder and CEO

Understanding the Idea Resume

An Idea Resume captures all of the **salient components of an idea on a single page**. Fitting an idea on a page means **making choices about which elements to include**. Ideally, an Idea Resume should also have a **visual depiction of the idea**; this helps solidify the idea and make it feel real.

Idea Resume Template



An idea resume forces innovators to capture the key elements of the idea's business model in a precise and succinct manner. It also helps decision-makers quickly understand the idea and how it will work.

An idea resume should detail:

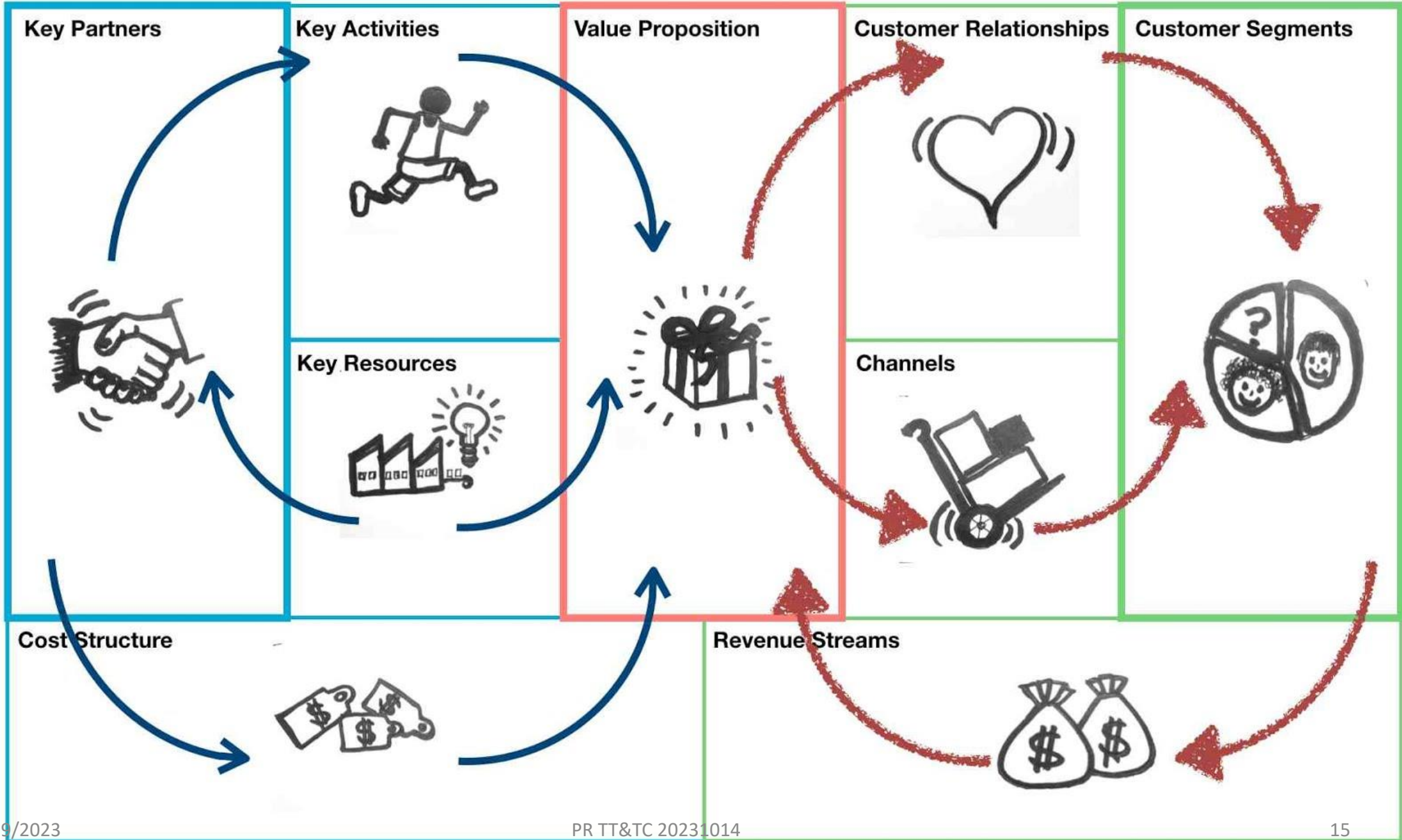
- **The Target Customer**
Detail the attributes of your foothold customer
- **The Key Job-To-Be-Done**
The job and circumstance you are solving for
- **Consumption Barrier(s)**
What prevents use? Wealth? Skills? Access?
- **The Basic Business Model**
Elements such as channels and access point
- **The Impact Potential**
Determine feasibility of getting desired revenue
- **The Critical Uncertainties**
Risks/assumptions that must be true to succeed
- **Visual Depiction of the Idea**
Sketch, graphic mockup, video, etc. of the idea
- **The Testing Plan**
How you will quickly and cheaply test risks



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





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THE EDGE

10. Финансиране на
технологичен трансфер и
комерсиализация на
технологии и растеж на
стартираща фирма. Етапи.
Пропаст между наука и
бизнес.

**“Price is
what you pay
and value is
what you get.”**

– Warren Buffett

Entrepreneurial finance differs from corporate finance.

Entrepreneurial finance manages the financing of

- Start-up companies
- Growth companies
- Family firms
- Buyout companies
- Social entrepreneurs

Corporate finance manages investment and financing decisions of large public corporations (blue chip companies).



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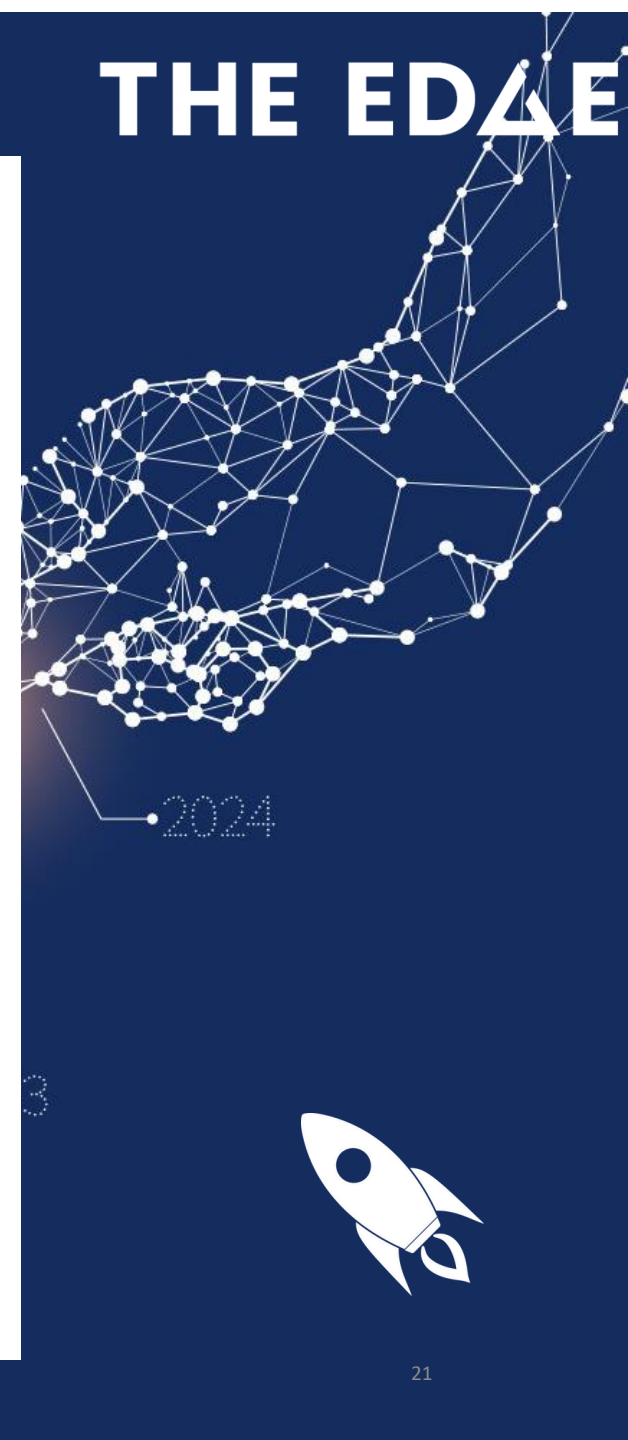
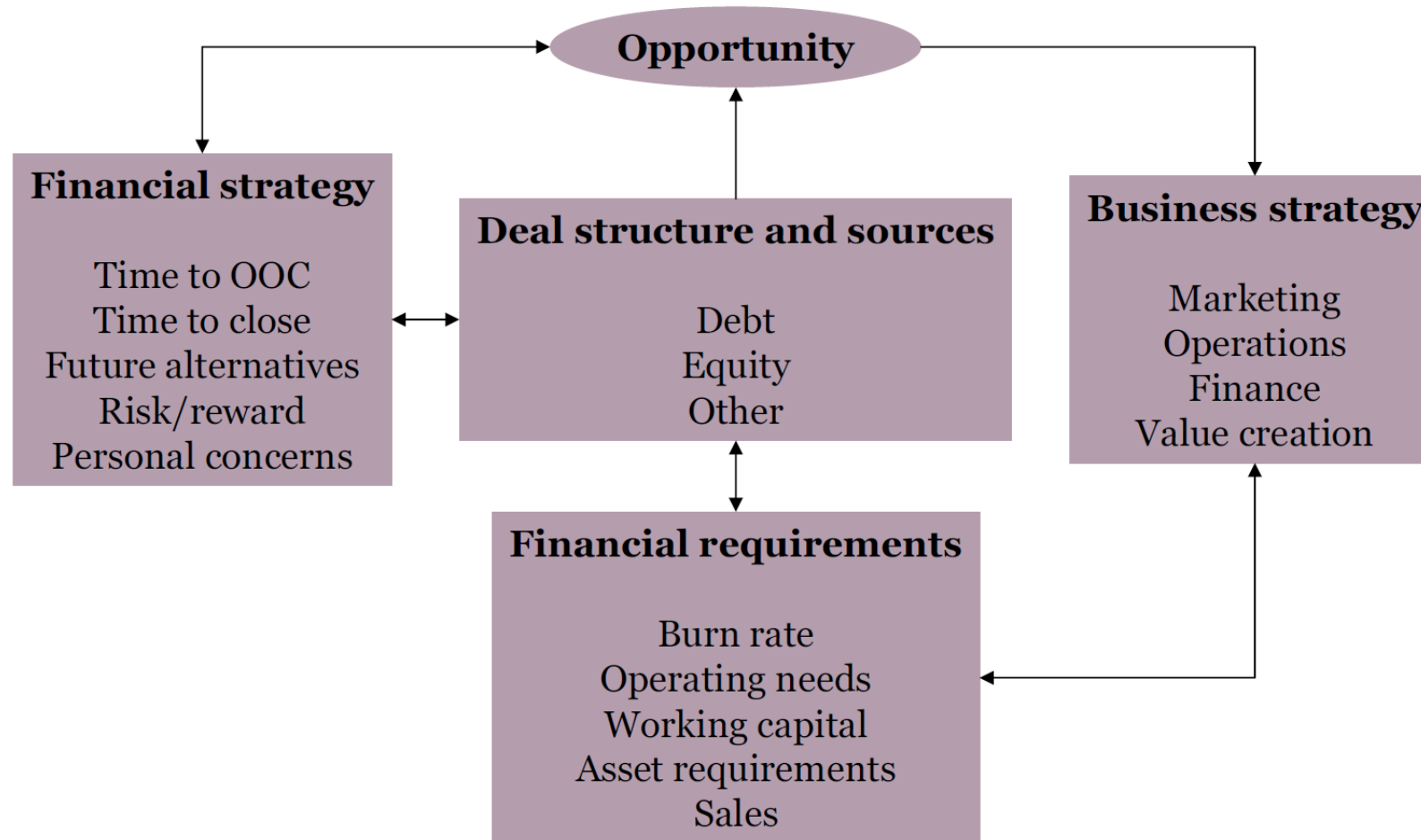
Major principal of entrepreneurial finance: Cash is king!

- More cash is preferred to less cash.
- Cash sooner is preferred to cash later.
- Less risky cash is preferred to more risky cash.

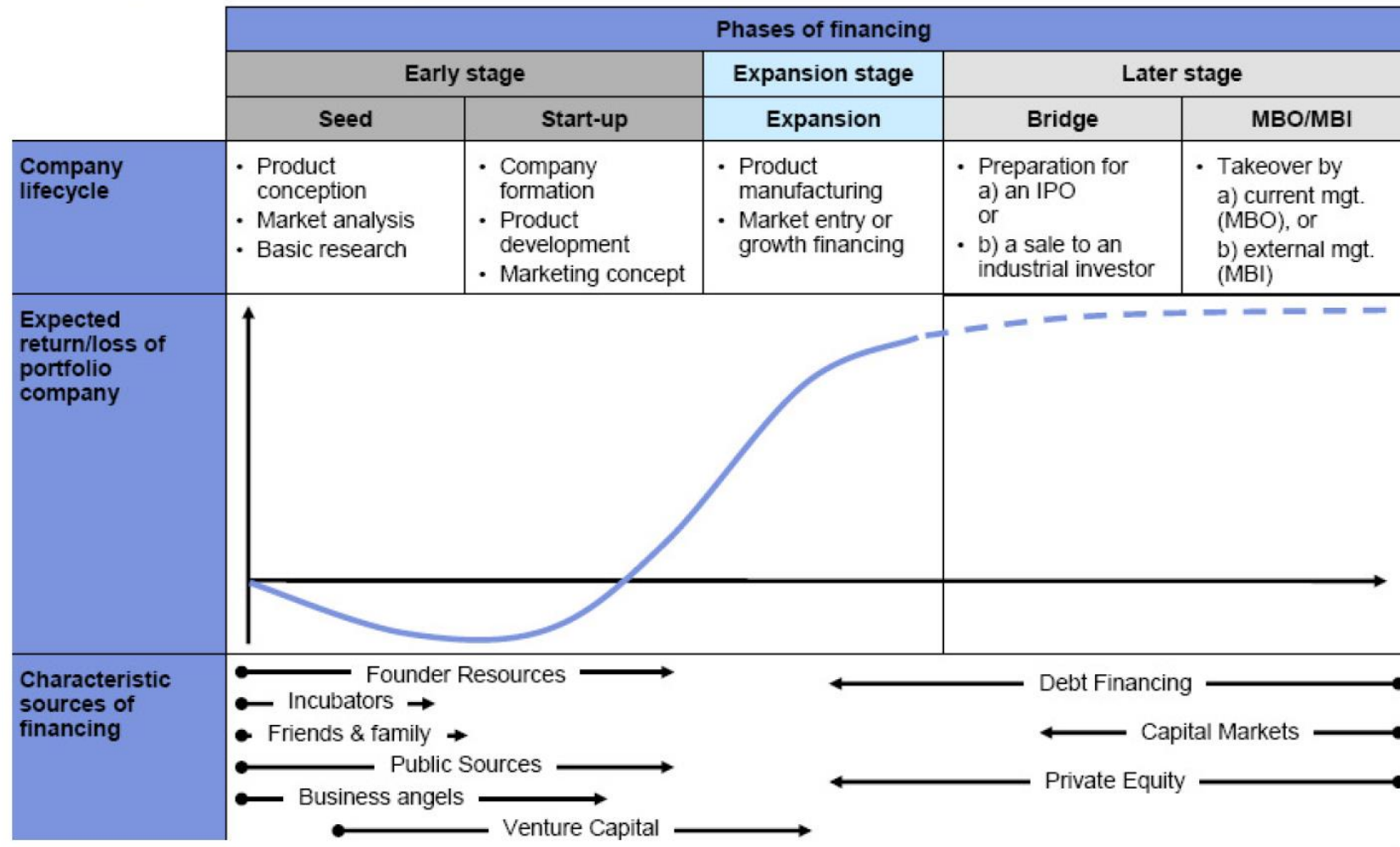
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The financial strategy framework illustrates the interdependencies of the financial strategy.



Financing instruments vary across company lifecycle stages.



Source: Achleitner 2008, based on Schefczyk 2006

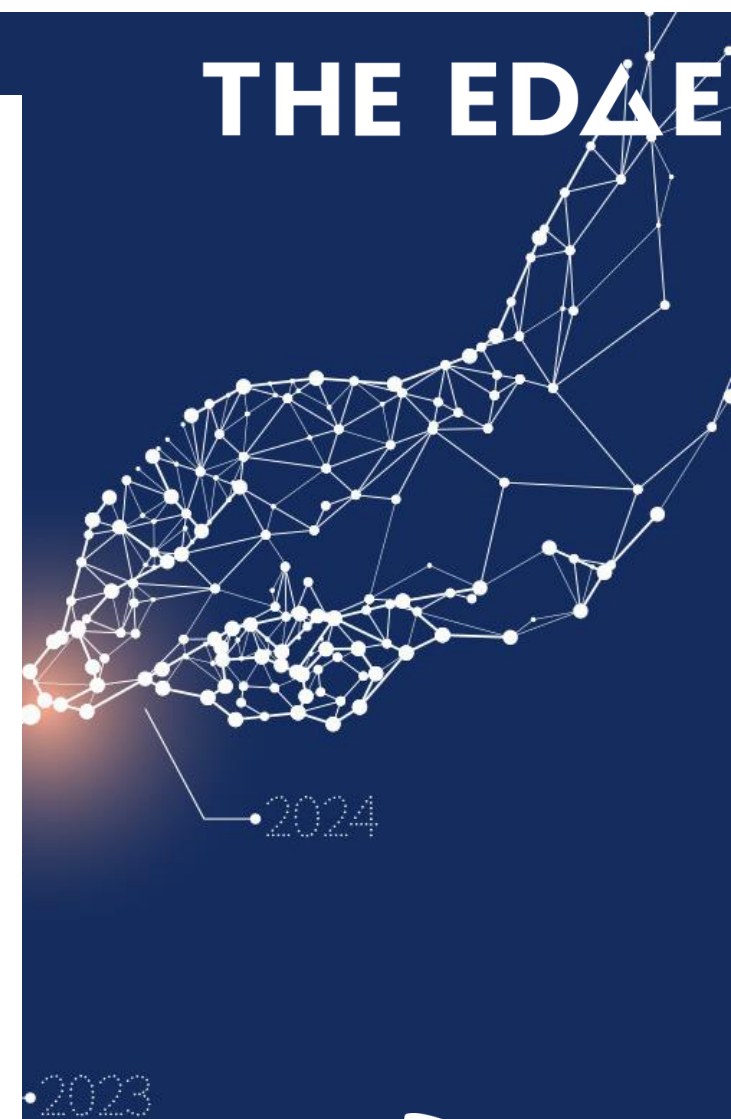
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Options for start-up financing differ in detail.

- **Bootstrapping techniques** – mostly personal savings and credit cards
- **Family, friends and fools** – limited in volume, but with a signalling effect on investors
- **Incubators** – service centres that support ventures in the earliest stages of existence
- **Business Angels** – high net worth individual investors with relevant industry knowledge
- **Venture Capital** – “smart capital” for start-ups with high growth potential

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Pros and contras of CVC financing



- Corporate network
- Strategic benefits
- Reputation
- Sales channels
- Industry know how
- Administrative resources



- More managerial
- Business limitations
- Exit limitations
- Limited or no control
- Loss of proprietary information
- Divergence of strategies

There is strong public support for Deep Tech in Europe.

EU programs



EIC Fund

(European Innovation Council Fund)

EIC provided more than [1.5k grants totalling over \\$1.3B](#) in support of European Deep Tech startups since 2016.



EIF

(European Investment Fund)

EIF is the main LP in most European Deep Tech funds, providing nearly 40% of the capital allocation.



EIT InnoEnergy

EIT InnoEnergy is one of the most active investors in Energy in Europe.



JEDI

“The European DARPA” aims to hand €50m and €100m in annual challenge grants.

Domestic programs*



Germany

Germany is planning a €30B fund to support technology-oriented startups and facilitate start-up spin-offs from academia and lab access for start-ups.



SPRIN-D

German Federal Agency for Disruptive Innovation.



France

France committed €2.3B in funding to the “Industrial and Deep Tech Start-Ups” strategy.



Bpifrance

Bpifrance participated in over 160 rounds totalling [\\$3B for Deep Tech](#) since 2016.



Advanced Research and Invention Agency (ARIA)

Pending launch of Advanced Research & Invention Agency (ARIA) with £800 million to support new areas of research and technology.



UK Research and Innovation

UK's innovation agency with £1.2B/year budget.



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**11. Разработване на план за
технологичен трансфер и
комерсиализация на технологии
при химико технологични
изследвания.**



Document entitled “Commercialization Plan”

no longer than 12 pages, and to provide a description of each of the following areas:

- A. Value of the Project, Expected Outcomes, and Impacts
- B. Company Overview
- C. Market, Customer, and Competition Analysis
- D. Intellectual Property (IP) Protection
- E. Finance Plan
- F. Production and Marketing Plan
- G. Revenue Stream
- H. Exit Strategy



KEY ELEMENTS OF A MINI BUSINESS PLAN (THE LENGTH OF EACH SECTION WILL VARY)

HOLLYWOOD PITCH

Mockup and high-level description of the proposed product or service



PRODUCT/SERVICE OVERVIEW

Overview of how the proposed product or service benefits the customer, organization, and others



JOBS-TO-BE-DONE OVERVIEW

Summary of the important, unsatisfied customer jobs that the product or service targets



CUSTOMER PROFILE

Snapshot of an individual who is representative of the target segment



OFFERING PROFILE

In-depth description of the product or service for the target customer



COMPETITIVE LANDSCAPE

Performance map that compares existing products and services along the dimensions that customers value



PROPOSED BUSINESS MODEL

Overview of the proposed delivery model and profit formula to deliver on the value proposition



GROWTH PATH

High-level view of how the business will expand from the initial foothold to capture a larger share of the market



COMMERCIALIZATION PLAN

List of key activities and processes necessary to reach the foothold market



REVERSE INCOME STATEMENT

Reverse income statement to identify key profit assumptions



CRITICAL ASSUMPTIONS LIST

List of the most critical assumptions that must be addressed, including deal-killers



90 DAY TEST-AND-LEARN PLAN

High level test and learn plan for the next 90 days



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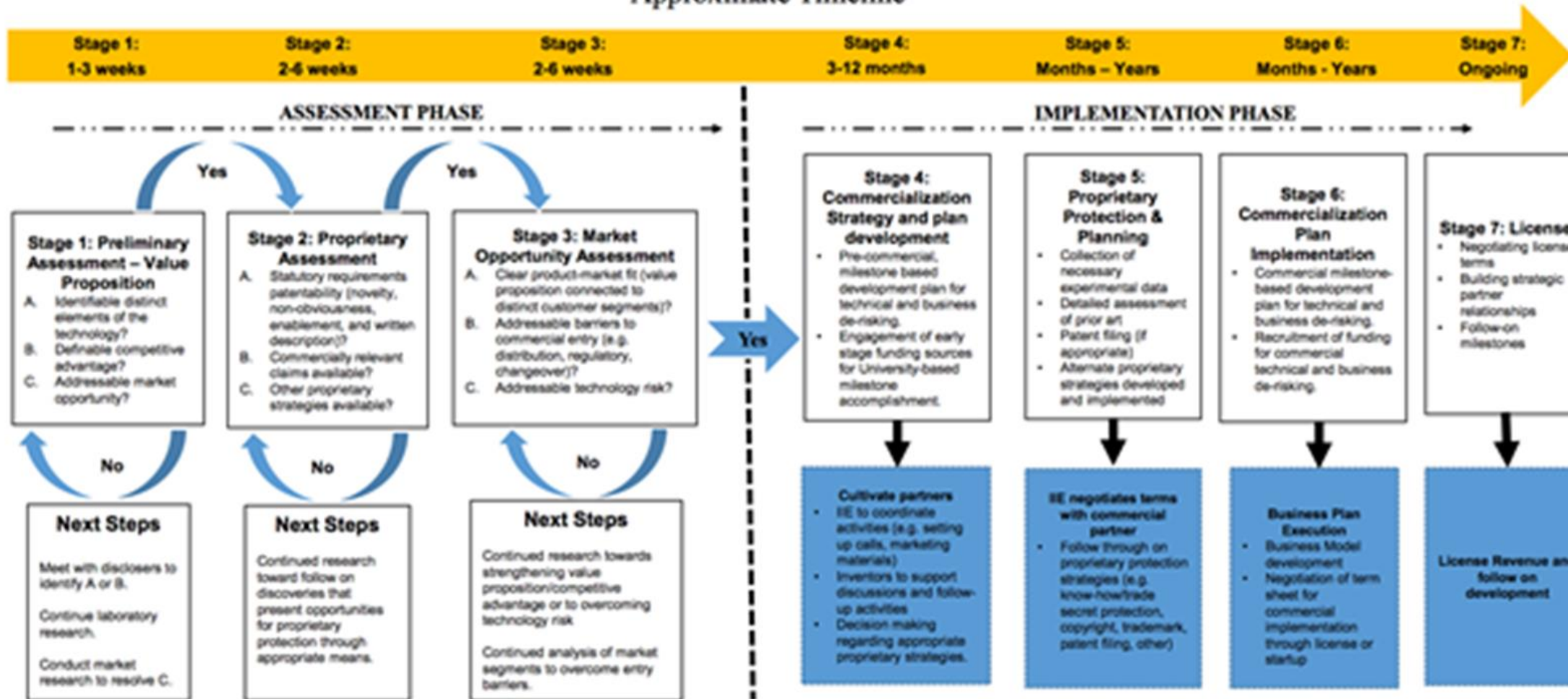




Office of Innovation and Industry Engagement

Technology Commercialization and Implementation Process

Approximate Timeline





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**12. Разработване на иновативни
продукти и услуги в химията.
Manufacturing Readiness Level
(MRL). Хибридни иновативни
продукти и услуги.**





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- DIGITAL STANDARDS
- RECOMMENDATIONS AND TECHNICAL REPORTS
- JOURNALS
- BOOKS
- DATABASES
- RESOURCES
- CONFERENCES
- AWARDS

TOP TEN EMERGING TECHNOLOGIES IN CHEMISTRY



IUPAC Top Ten Emerging Technologies in Chemistry 2022



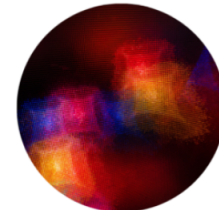
Sodium batteries



Nanozymes



Aerogels



Fluorescent sensors



Solar fuels

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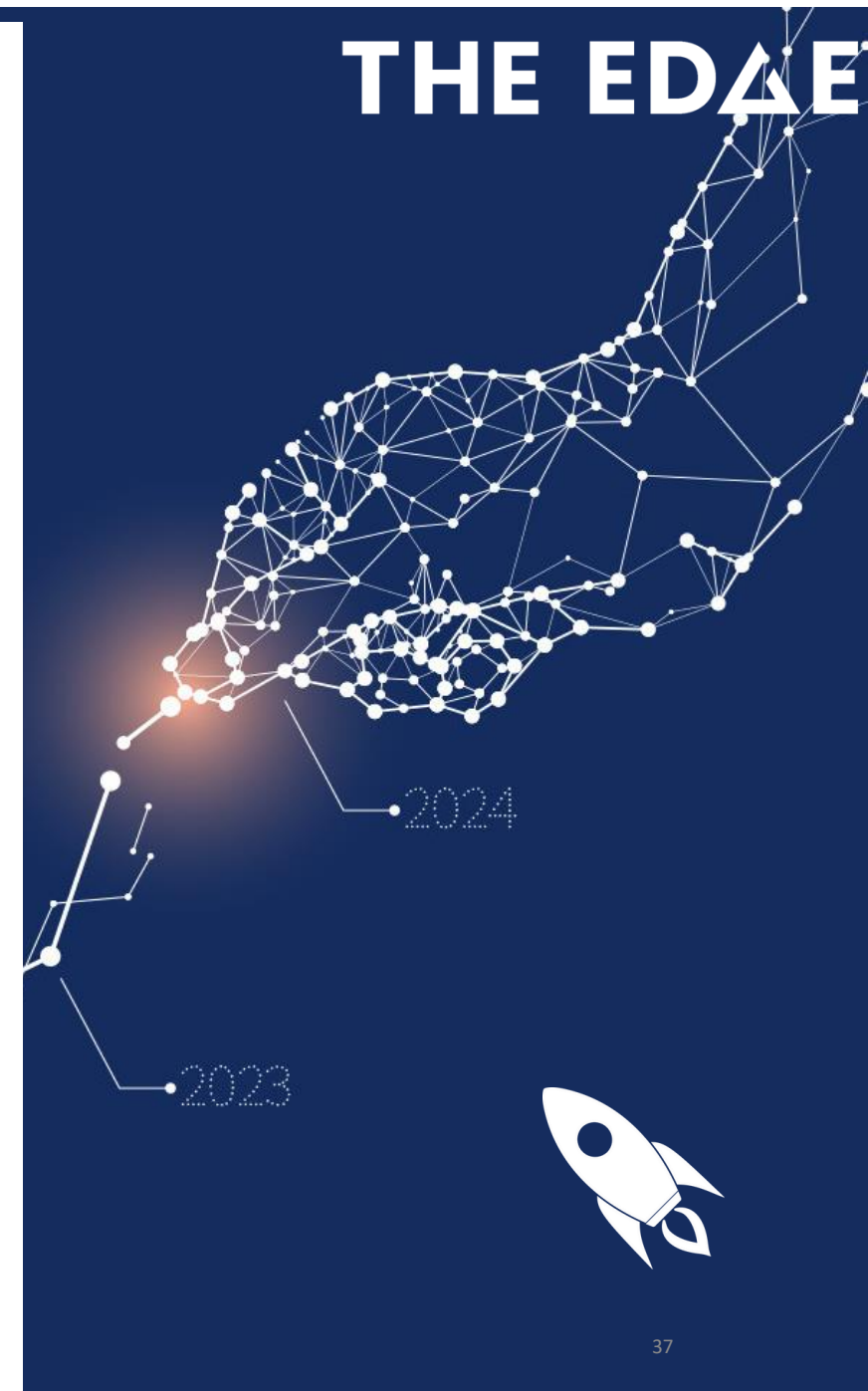
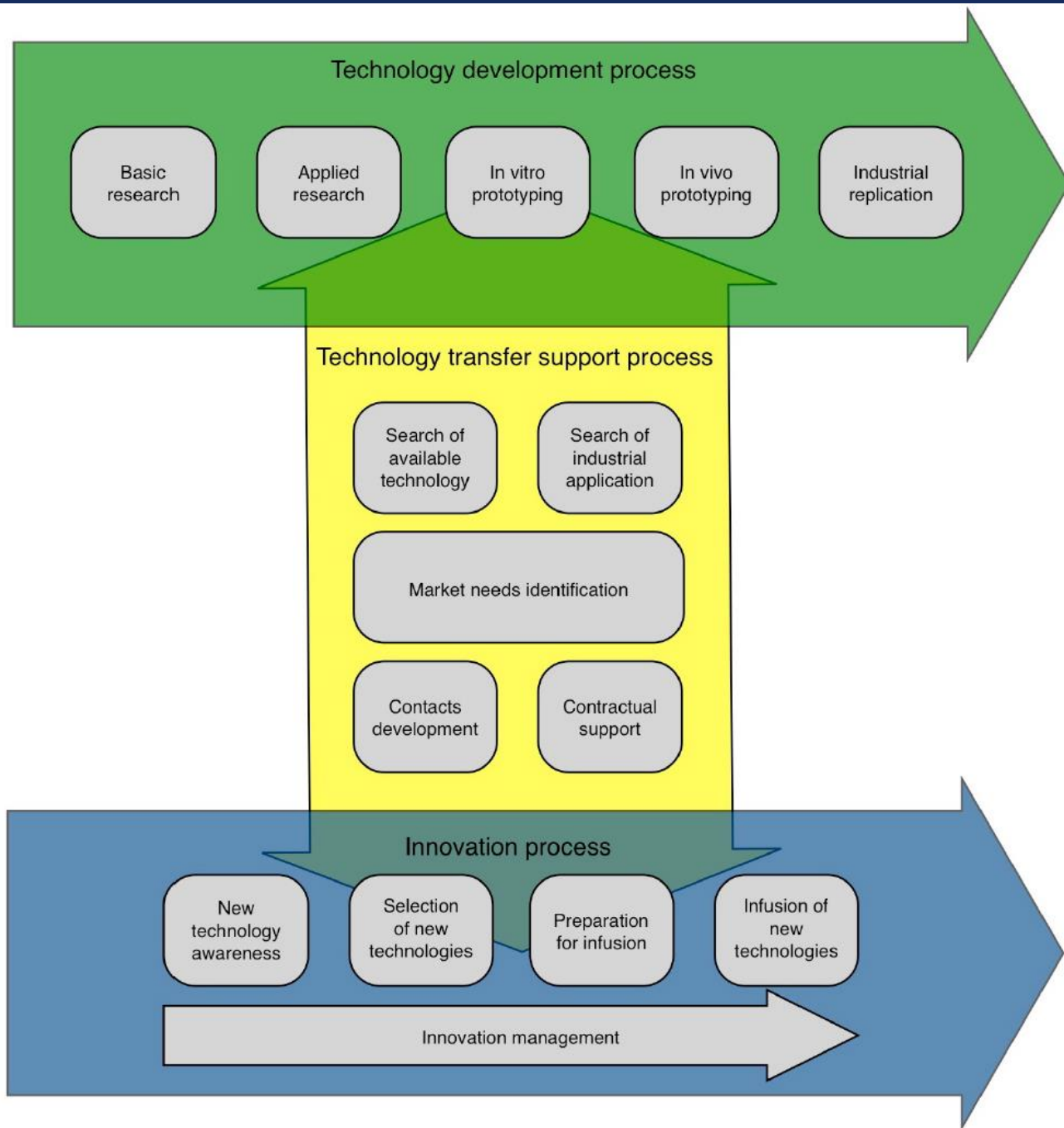
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- ADVANCED MANUFACTURING
- ARTIFICIAL INTELLIGENCE
- BLOCKCHAIN
- CHEMICALS INDUSTRY STARTUPS
- CHEMICALS STARTUPS



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Process Category	Technology Developer	Technology Transfer Driver	Technology Acquirer and Innovator
Organizational	+	+	+
Primary DEV (Primary Processes for Developer)	+		
Primary TTD (Primary Processes for Technology Transfer Driver)		+	
Primary INNO (Primary Processes for Innovator and Acquirer)			+
Supporting	+	+	+



Technology Readiness Levels

Technology Readiness Levels (TRLs) have been used in various sectors for many years. The first definition of TRLs was proposed by NASA researcher – Mr Stan Sadin, who developed them “as part of the effort to develop a „systems-technology model“ for the Agency”). The original scale contained seven levels and was later changed into a nine-level scale. TRLs is “a type of measurement system used to assess the maturity level of a particular technology. Each technology project is evaluated against the parameters for each technology level and is then assigned a TRL rating based on the projects progress”.



TECHNOLOGY READINESS LEVELS

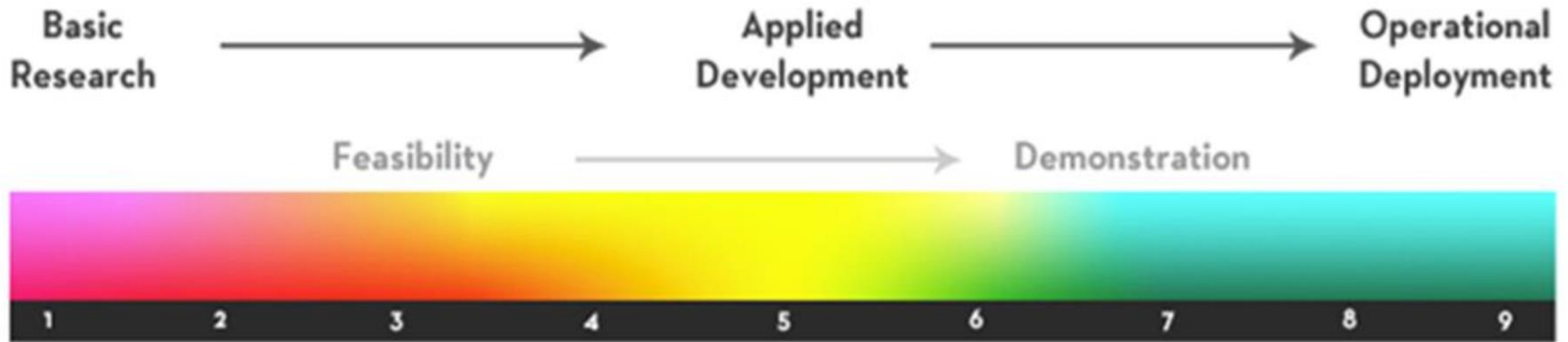


Figure 1: Technology Readiness Levels, (Florida Atlantic University, 2013)

METHOD	BASIC DEFINITION	USAGE	KEY MERITS	KEY DRAWBACKS
TECHNOLOGY READINESS LEVELS (TRL)	TRLs are “a type of measurement system used to assess the maturity level of a particular technology” (NASA website, 2012). TRLs were already described in Table 1.	It is used to understand <ul style="list-style-type: none"> On what level different technologies are currently What level of each of those technologies we need in order to develop one specific system 	<ul style="list-style-type: none"> It helps with communication between customers and engineers. It is a general approach, which helps with discussing the planning process for a particular technology 	<ul style="list-style-type: none"> It adds a degree of unnecessary ambiguity to a project, i.e. not accurate enough for some projects It does not apply to system integration It does not imply that the technology “will result in successful development of the system” (Nuclear Decommissioning Authority, 2014.)
MANUFACTURING READINESS LEVELS (MRL)	(Fernandez, 2010) described this ten-point scale as: MRL 1-3: Pre-Concept Development (Invention Stage) MRL 4: Concept Development MRL 5-6: Technology Development MRL 7-8: Engineering and Manufacturing Development MRL 9-10: Production and Deployment “	It assesses the development of a particular technology from a manufacturing perspective. It brings structure, but also helps to monitor how different aspects of technology are being developed.	<ul style="list-style-type: none"> “A common language and standard to assess the manufacturing maturity of a technology for its future maturation and to understand the level of manufacturing risk” (Fernandez, 2010) 	<ul style="list-style-type: none"> “It describes today’s position, without providing close support (...) in how to plan or execute a specific project or lower level task” (Ward et al., 2012)
MANUFACTURING CAPABILITY READINESS LEVELS (MCRL)	(House of Commons, 2013) presented this nine-point scale as: MCRL 1-4: Conception and assessment of Manufacturing Technology MCRL 5-6: Critical ‘pre-production’ phase, where expensive full-scale equipment and processes must be used but ahead of product launch, or factory MCRL 7-9: implementation of the process on the shop floor, and also confirms volume production with assured quality”	It has been used by Rolls-Royce for several years now. “They are applied throughout its internal and external supply chain and applied to all sectors of company activity” (Ward et al., 2011). Each stage of development is analysed during Gate Review process.	<ul style="list-style-type: none"> It combines technical and financial aspects of a technology/development process of a technology. It helps to delivered a product that “can be manufactured economically in volume and with consistent quality” (House of Commons, 2013) 	<ul style="list-style-type: none"> In relation to MCRL 4-6: “investment is high, but there is no certainty that (...) the proposed process will be successful” (House of Commons, 2013) Size of the framework is overwhelming and it is time-consuming
INNOVATIVE MANUFACTURING READINESS LEVEL (IMRL)	(Islam, 2010) defined this five-point scale as: IMRL 1: Understanding materials’ properties at micro and nano-scale, technical and manufacturing strategy planning and detailed design IMRL 2: Materials processing capabilities, validation, and component technologies dependencies IMRL 3: Adequacy and integration (scale-down challenges), systems engineering, prototypes, and overall production preparation IMRL 4: Combined systems tests, verification, inspection and trial production IMRL 5: Overall systems are in operation, quality measurement and initial market audit”	It is used “to assess the maturity and the associated uncertainties involved with micro- and nano-manufacturing technologies lifecycle” (Islam, 2010). Therefore, it was designed to help with decision making process at each stage of developing micro- and nano-technologies.	<ul style="list-style-type: none"> A common language between engineers and decision makers It predicts “future evolutionary changes and the effect of these changes on existing technologies and its development” (Islam, 2010) 	<ul style="list-style-type: none"> Applicable only to micro and nano-manufacturing technologies, i.e. not applicable to large technologies/products (due to specific parameters) Practicability and applicability of this framework is still in question as it is a conceptual approach

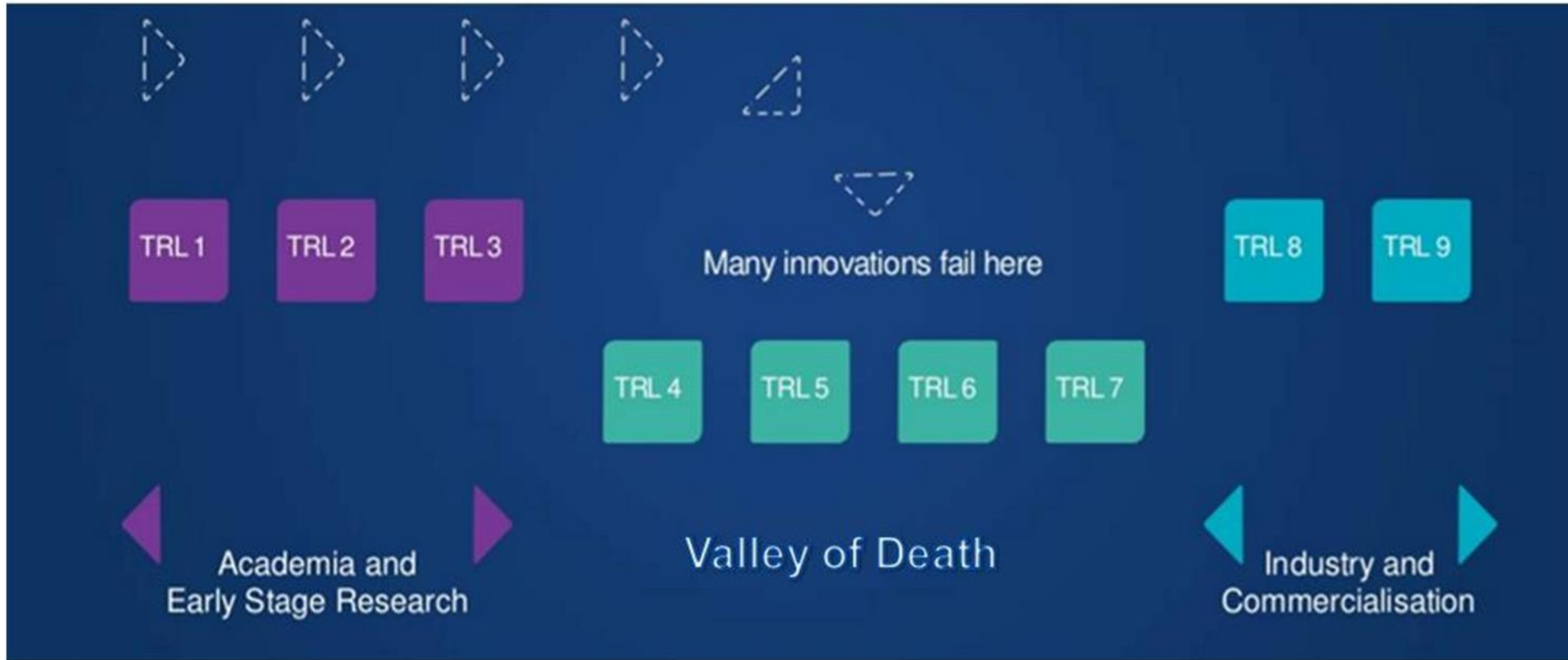


Figure 2: Technology Readiness Levels and Valley of Death, (Mayfield, 2014)

The commercialisation readiness scale

	PRE-COMMERCIALISATION				COMMERCIALISATION PRODUCT LIFE CYCLE		
Commercialisation readiness levels (NanoCom)	1	2	3	4	5	6	7
Marketing, Sales, and Communication Activities	Product introduction plan ready Detailed market analysis done	Pre-sampling Alpha test Communication to leading customers	Pre-announcement Beta test Communication	Market introduction Broad communication Ramp-up forecast	Growth	Maturity	Decline
Technology Readiness Level (TRL)	4-6	7	8	9	Expertise formed	Low R&D Technology maintenance	Disruptive or incremental innovation identified -> new cycle Or: exit from market segment Learning from experiences
Manufacturing Readiness Level (MRL)	4-6	7-8	9	10	Ramp-up management Optimization of Supply Chain	Monitoring Yield management	Production line termination Recycle or Dismantle



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TRL, MRL: Established technology and manufacturing readiness scales

CRL: Proposition from NanoCom for an extension to the commercialisation phase



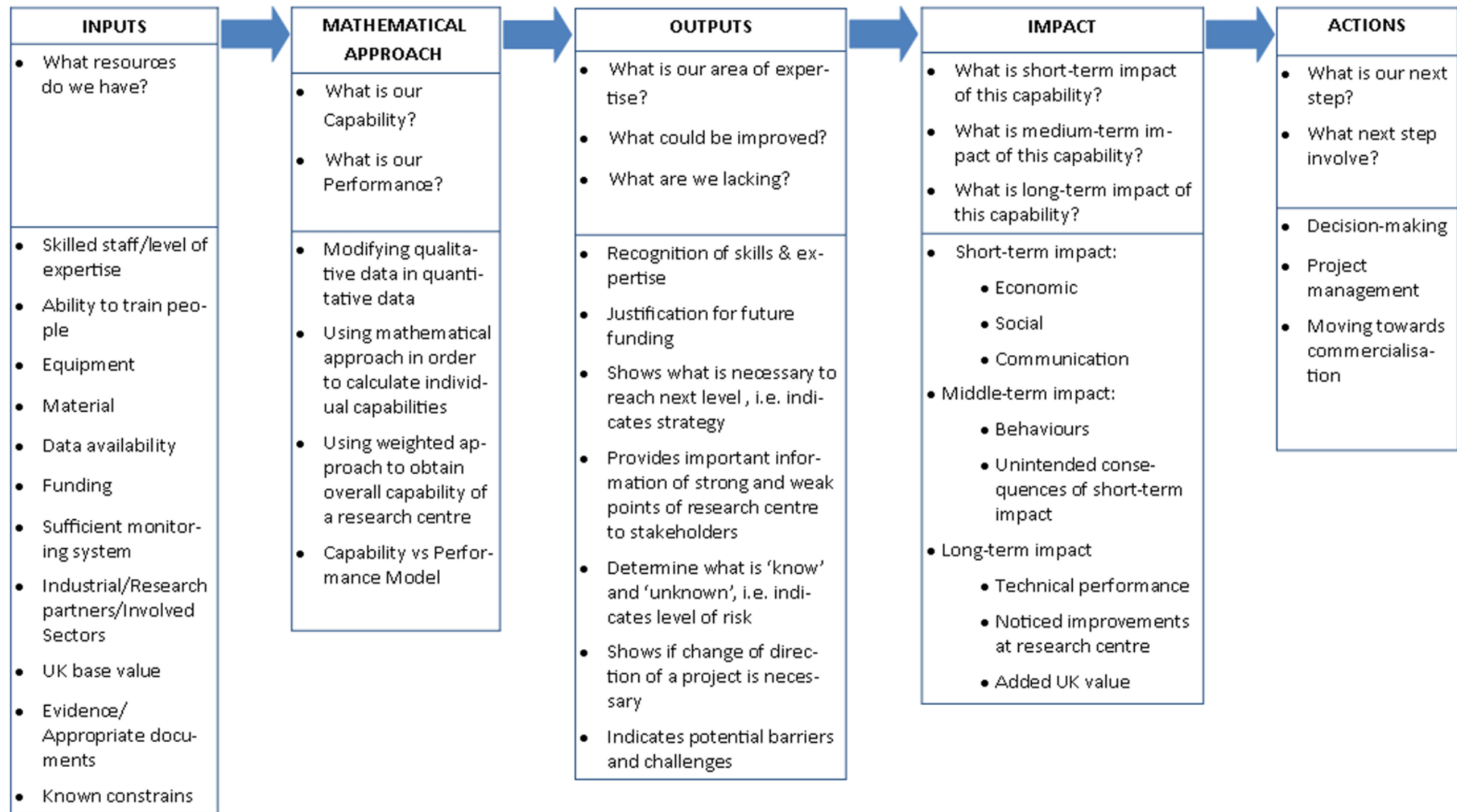


Figure 3: Conceptual Framework - Concept Development

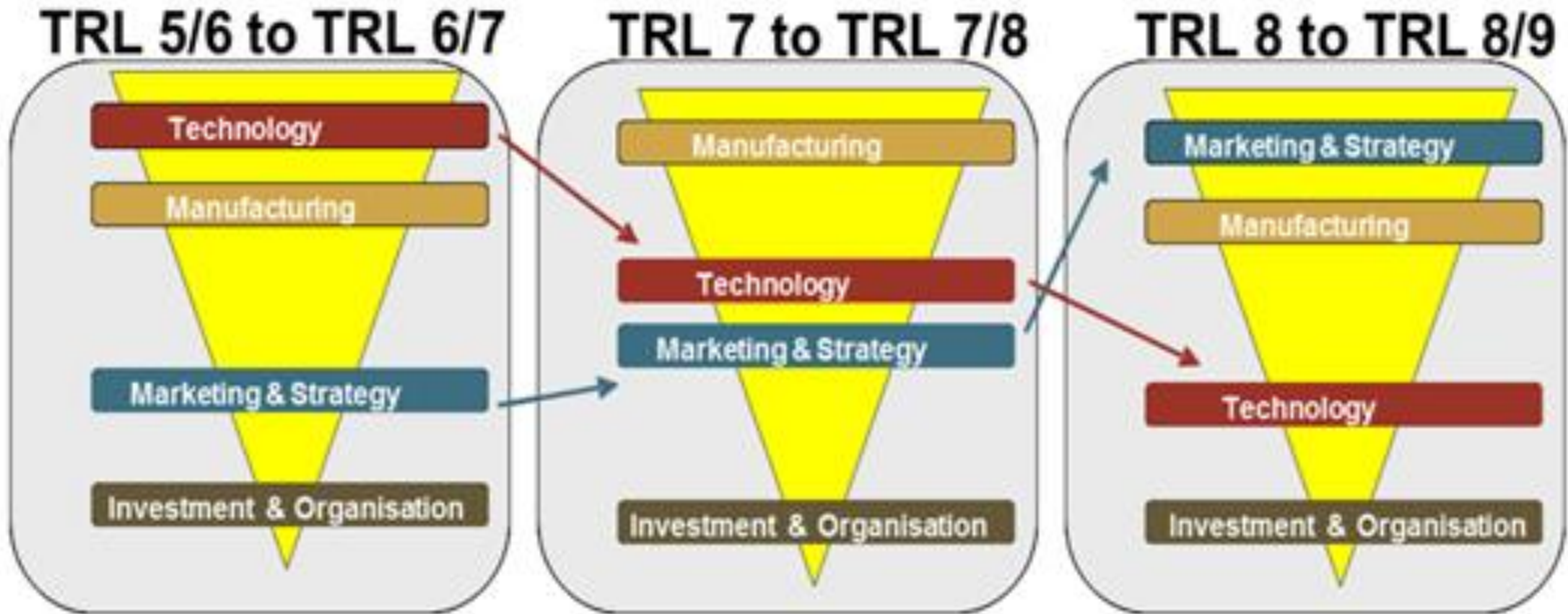


Figure 3: Ranking of categories by Technology Readiness Level

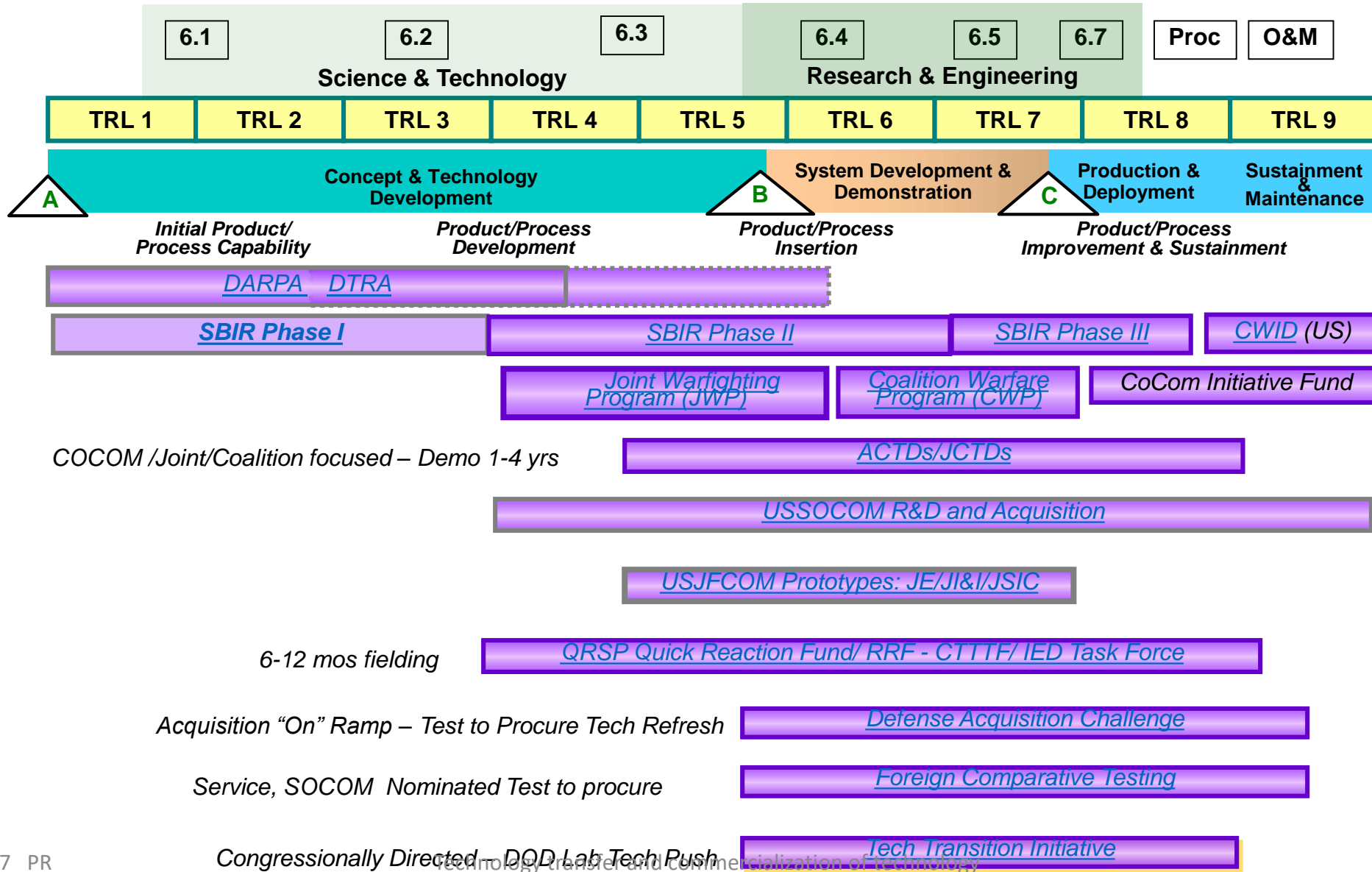
		Indicators							
		Regulatory Environment	Stakeholder Acceptance	Technical Performance	Financial Performance - Costs	Financial Proposition - Revenue	Industry Supply Chain & Skills	Market Opportunities	Company Maturity
Status Summary Level	'Bankable' Grade Asset Class								6
	Market competition driving widespread deployment								5
	Multiple commercial applications								4
	Commercial scale up								3
	Commercial trial								2
	Hypothetical commercial proposition								1



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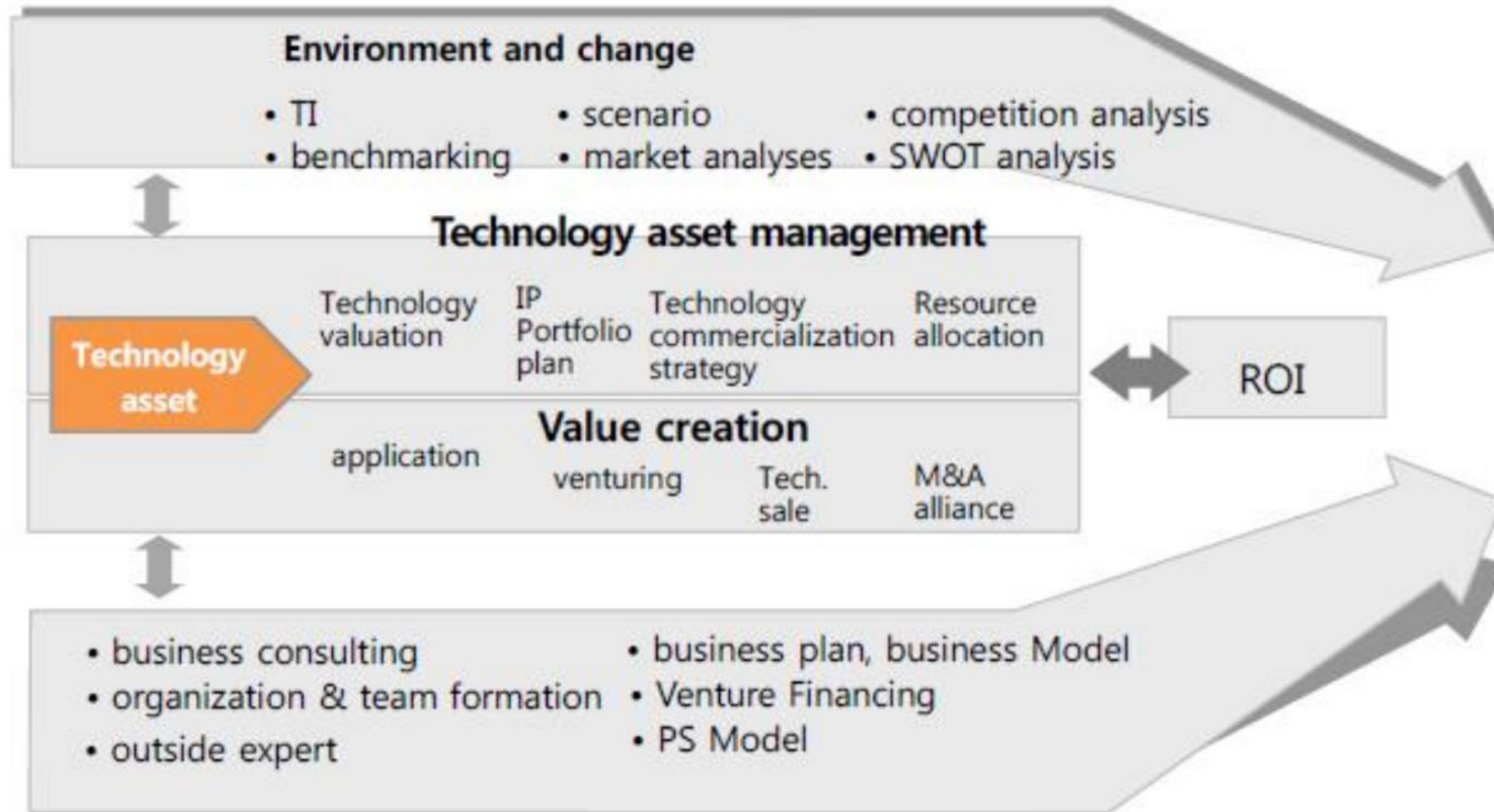
Agile Technology Transfer Processes DoD Programs



Launching a successful new business concept requires:

- a strong purpose,
- a focus on research,
- an innovative business model, and
- a willingness to adapt to the market.

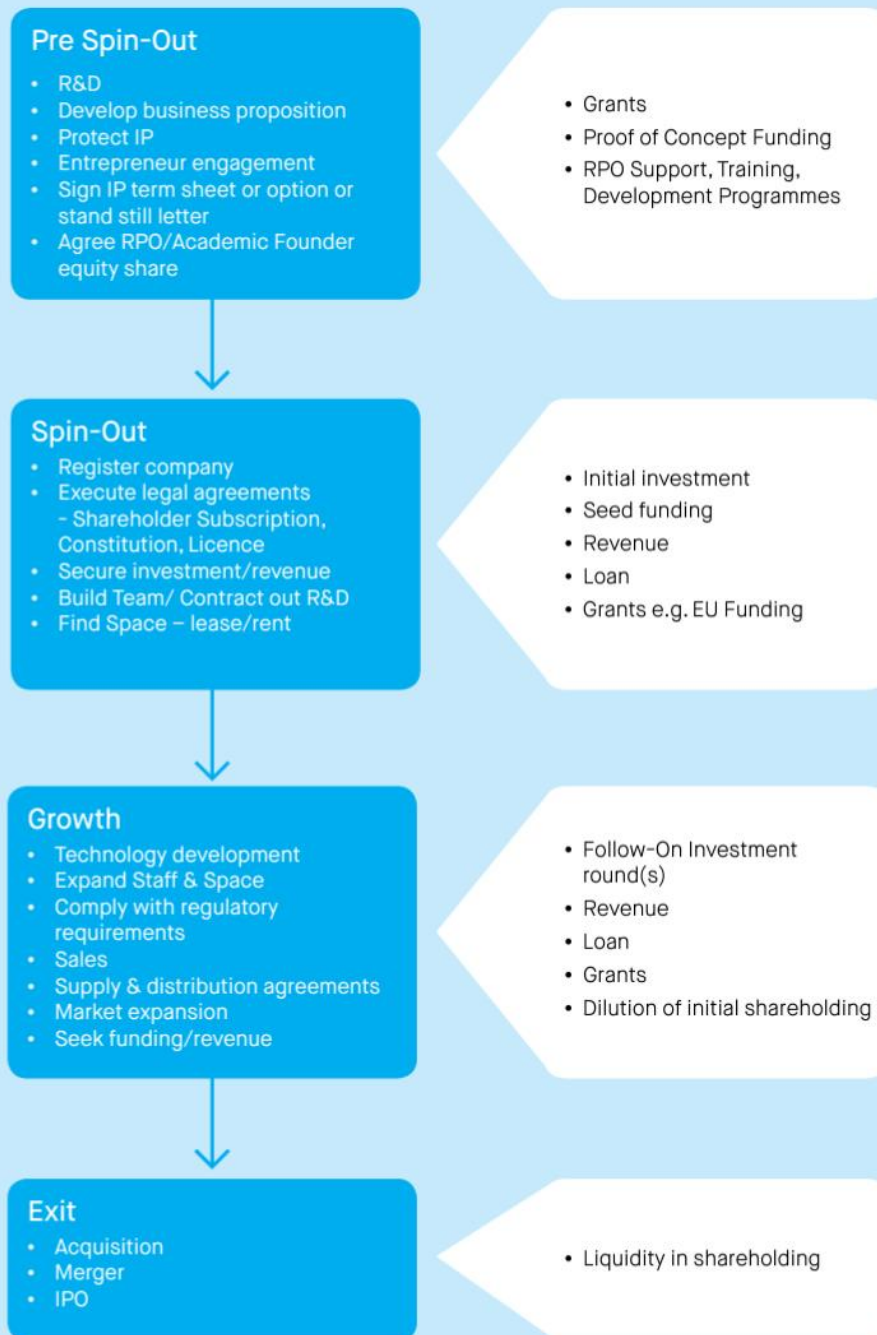




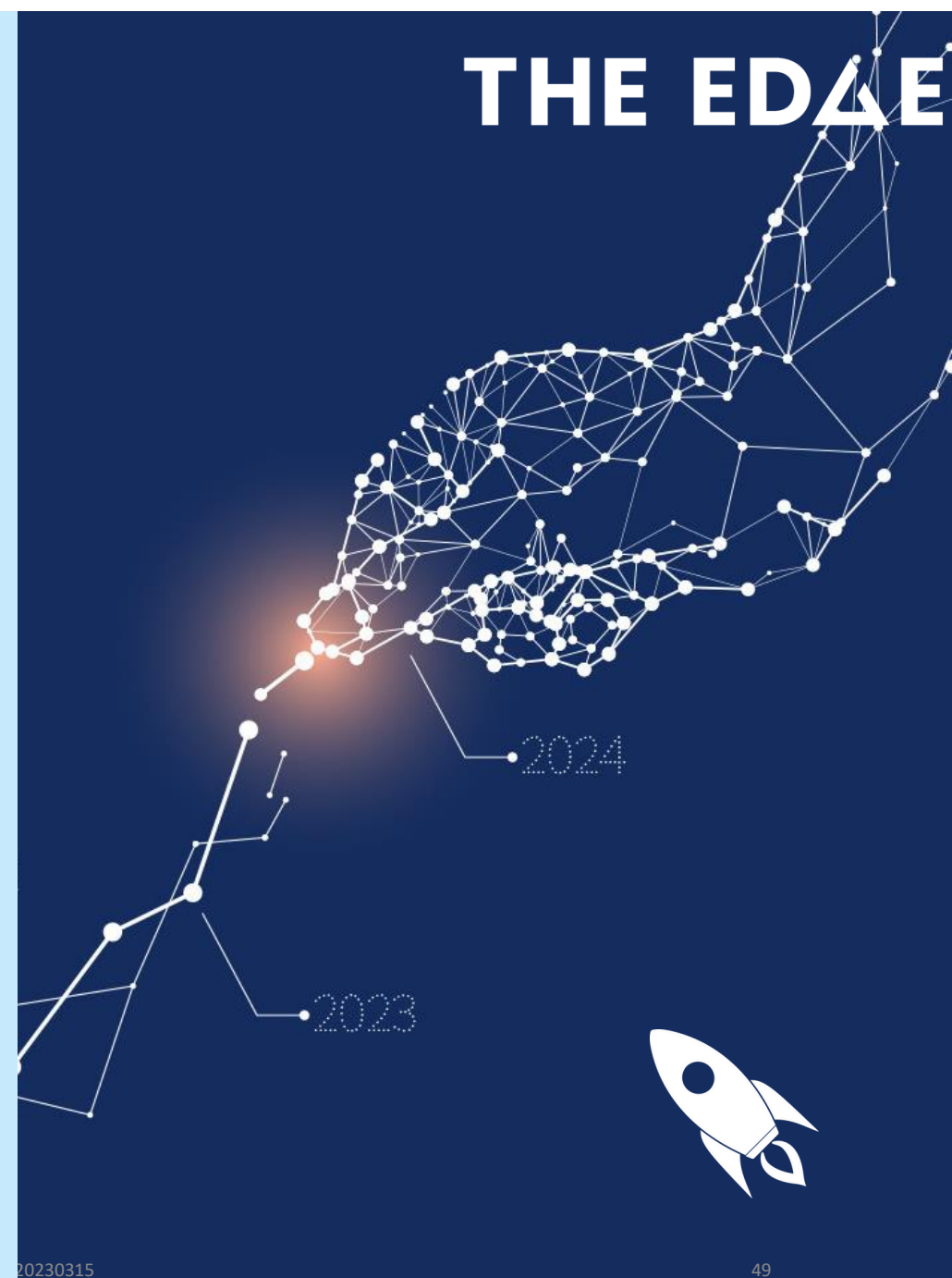
Source : SRIC-BI



Figure 2 - The spin-out journey



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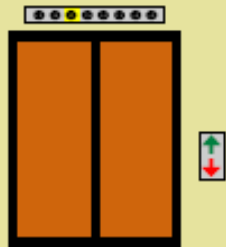
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**13. Представяне на проект за
технологичен трансфер и
комерсиализация на технологии.
Етапи на развитие и форми на
представяне.**



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

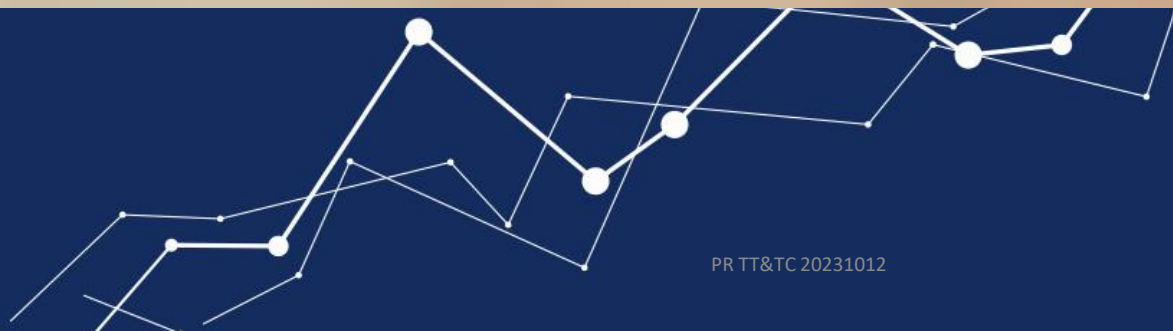
- 20-40 page professional explanation of your venture, with all relevant supporting analyses
- Lays out your case: why your team/why this venture/why now/why this strategy/etc.

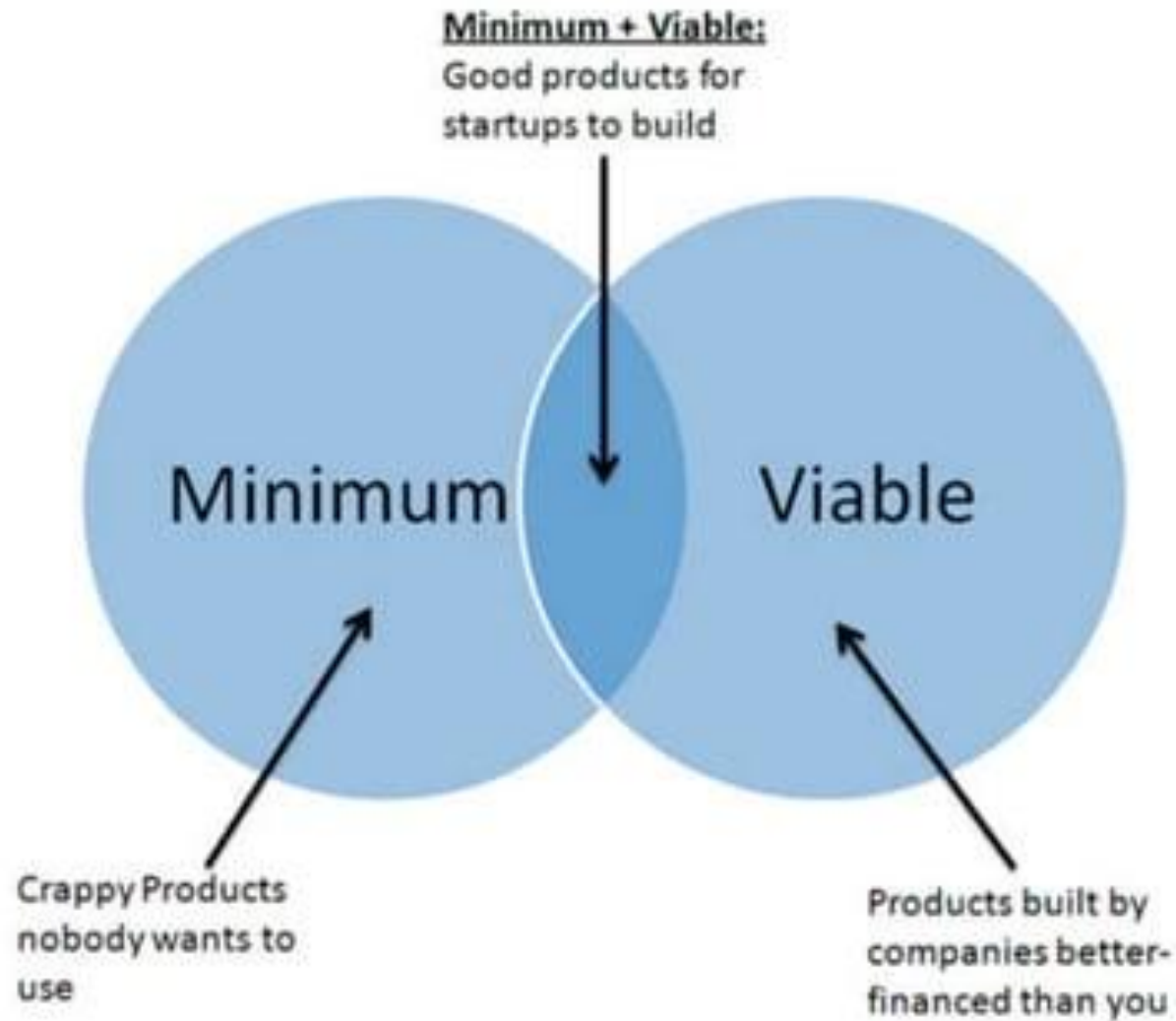
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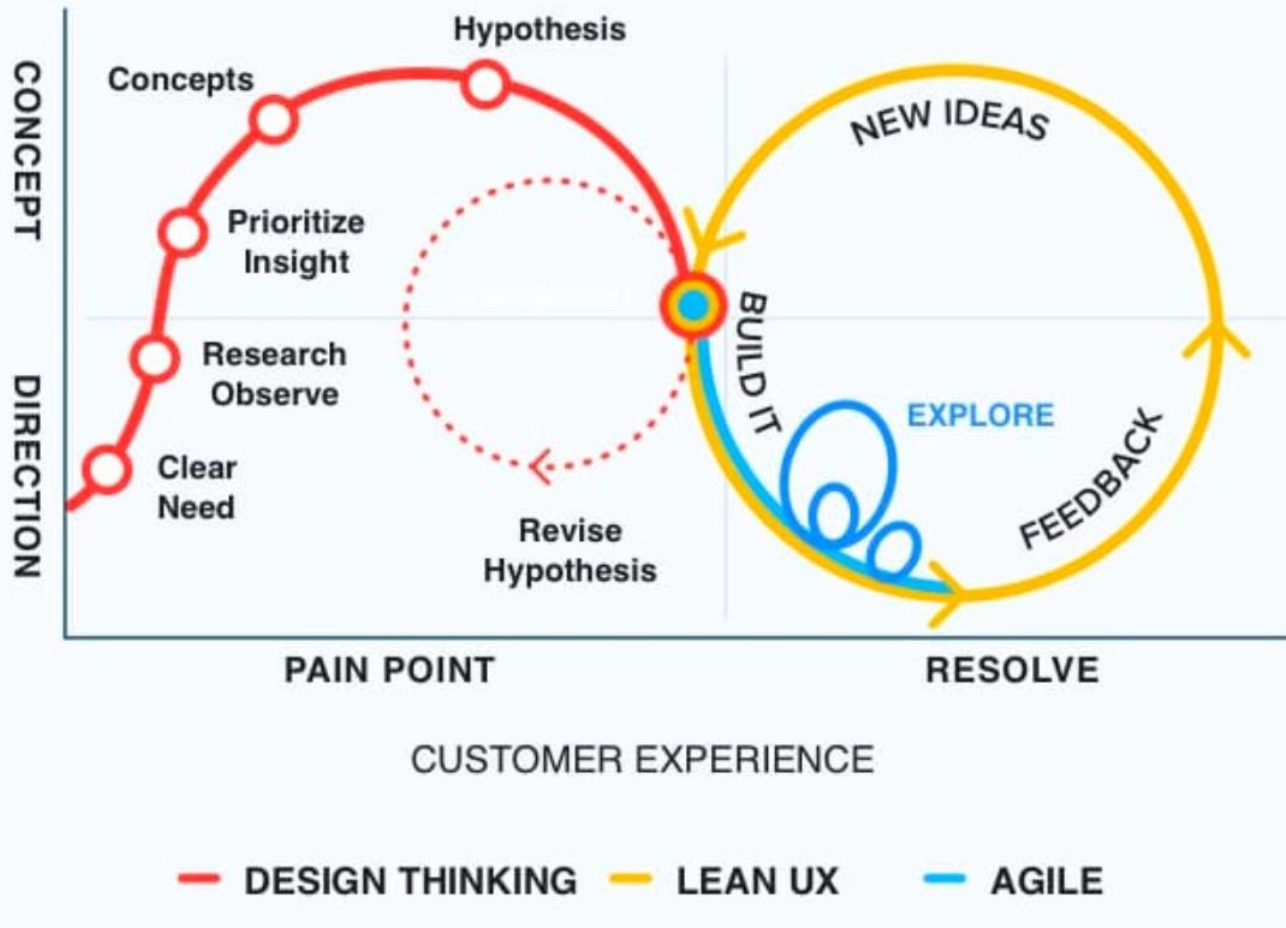




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Design Thinking + Lean UX + Agile = Successful MVP



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net solutions

Now, It's

Your turn



Представяния на екипите

1. Станислав Славов, Тина Ташева, ...Разработване на нови материали и технологии – Композитен сензор...
2. Stephan Kozhukharov, Christian Girginov, Elaboration of Cerium Conversion Coatings as environmental alternative for Chromium Conversion Coatings substitution
3. *Даниела Григорова; Мария Иванова; Николай Лумов, Почистване на повърхности*
4. Йоана Стоянова, Стойко Петрин, Повишаване стойността на отпадъчните продукти от етерични масла
5. Даниела Атанасова, Очистване на нефтени отпадни води
6. Инна Суликовска, Лечение на метастатичен рак на гърдата
7. Деян Димов, Радо, Органични слънчеви полимери
8. Боряна Борисова, Нови активни вещества за щадящи лекарства
9. Цвети...



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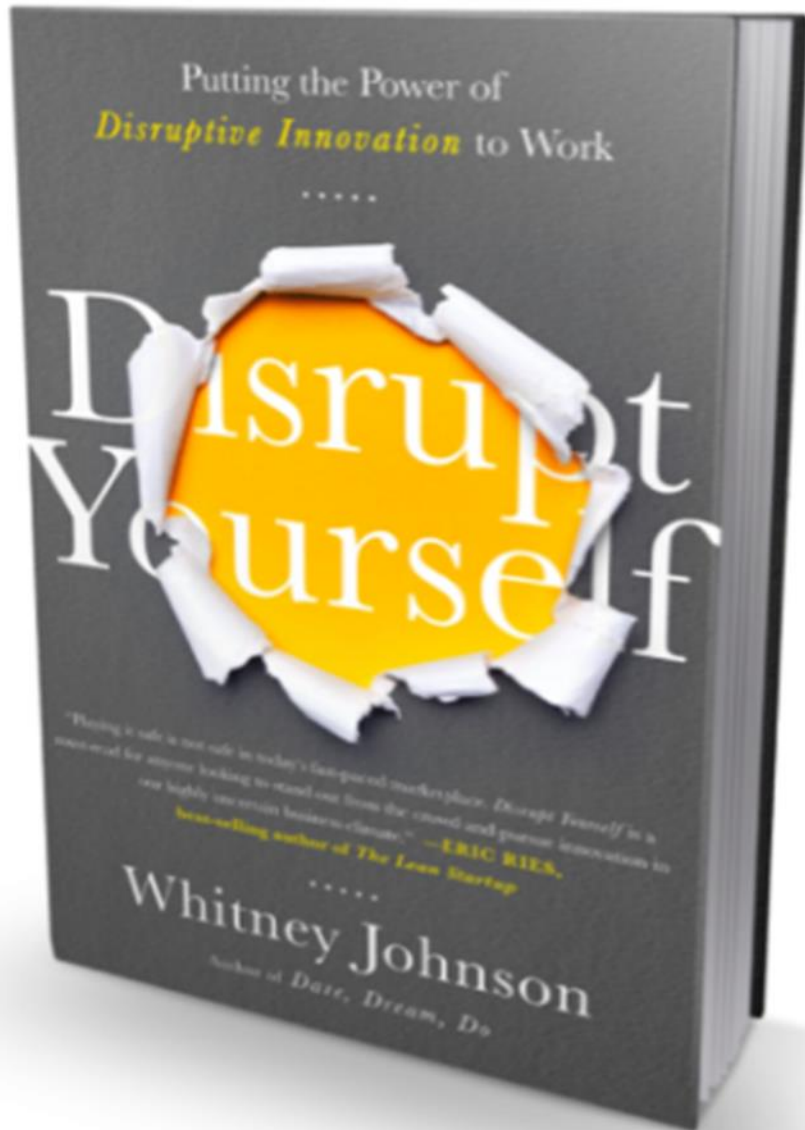


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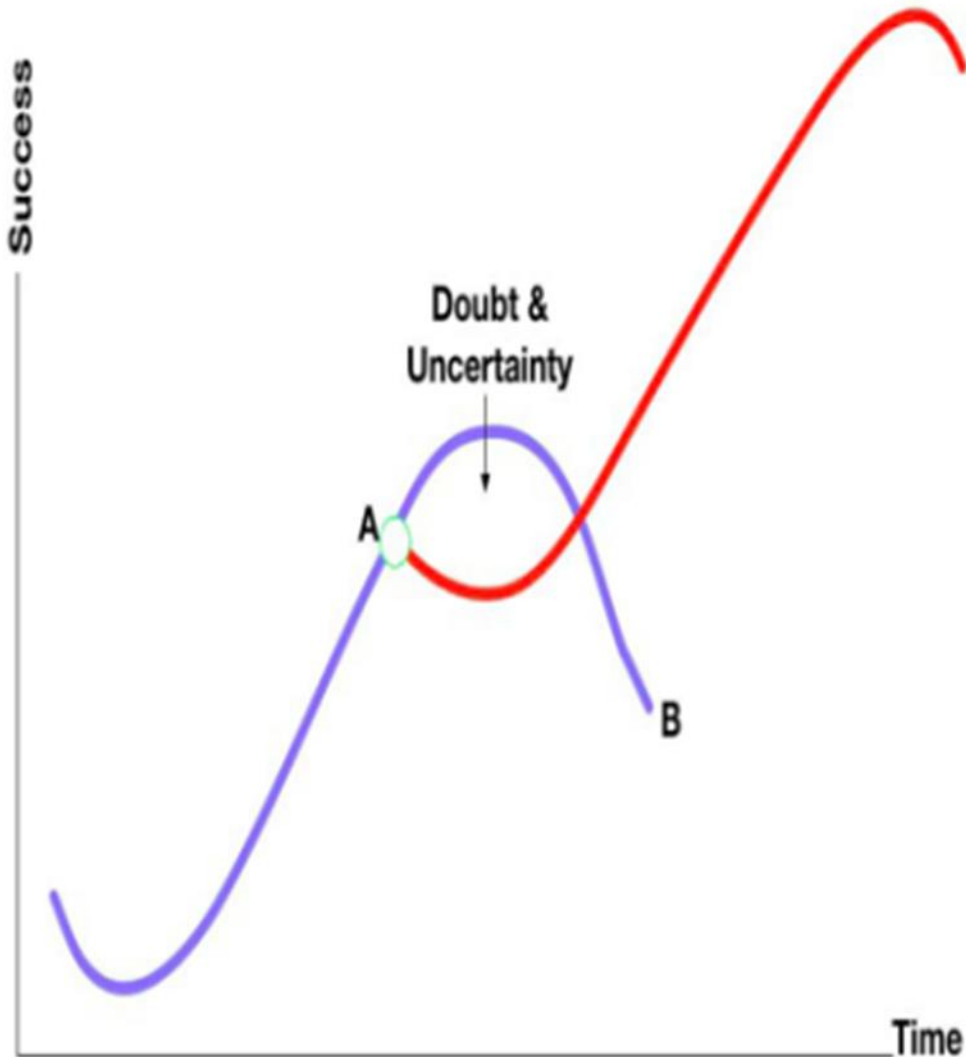
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**14. Технологичен напредък
и глобални пазари. Нови
видове възможности,
конкуренти и заплахи.
Глобализация и
предприемаческа
екосистема.**





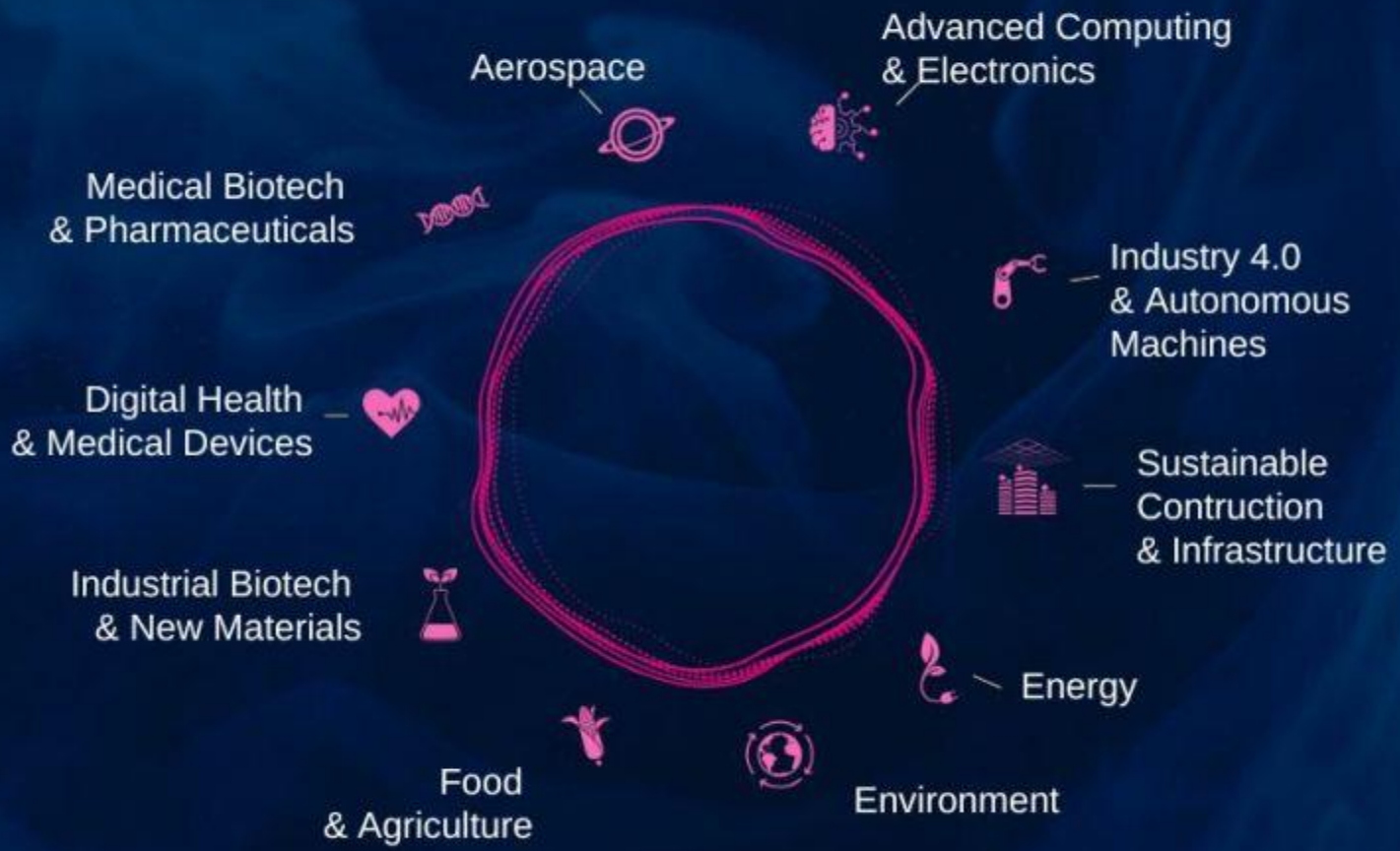
Success



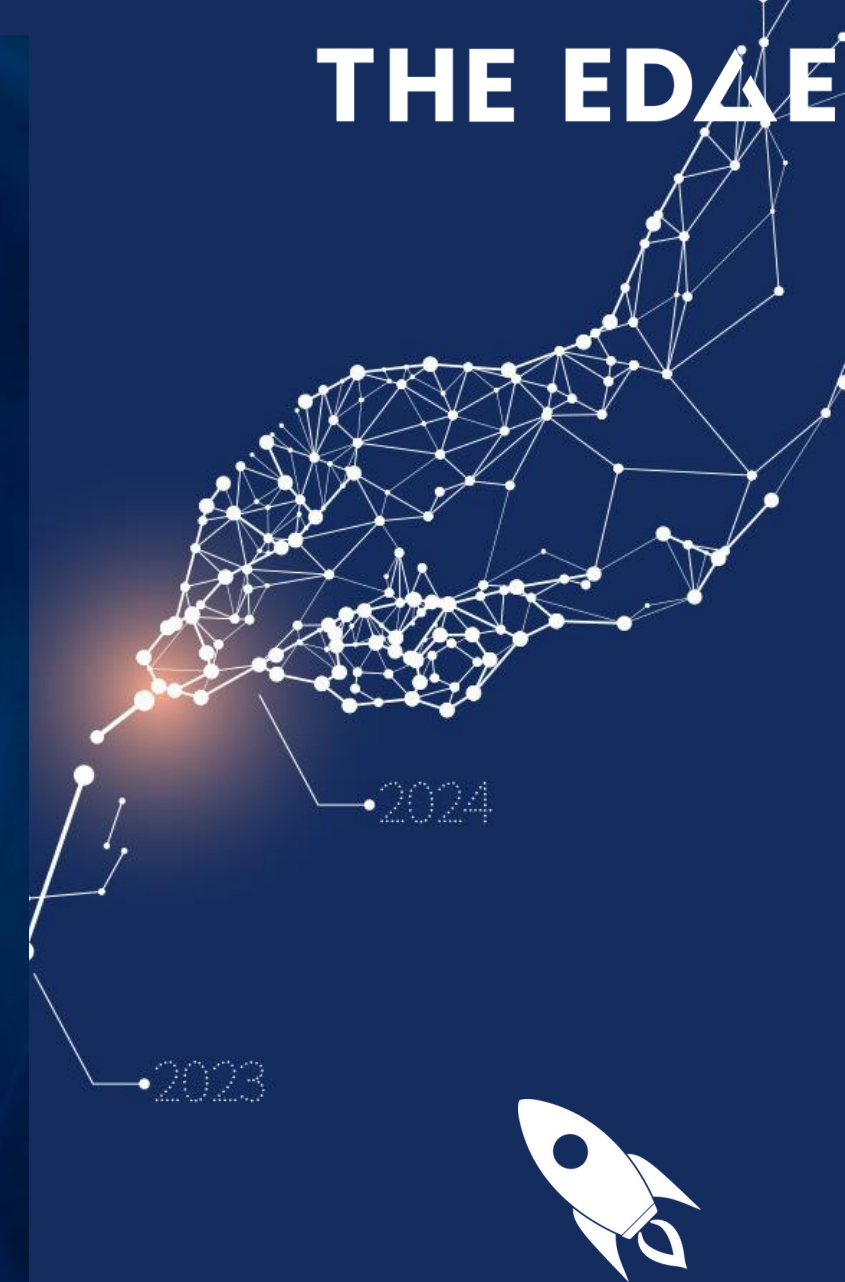
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WHAT DOES DEEP TECH MEAN?

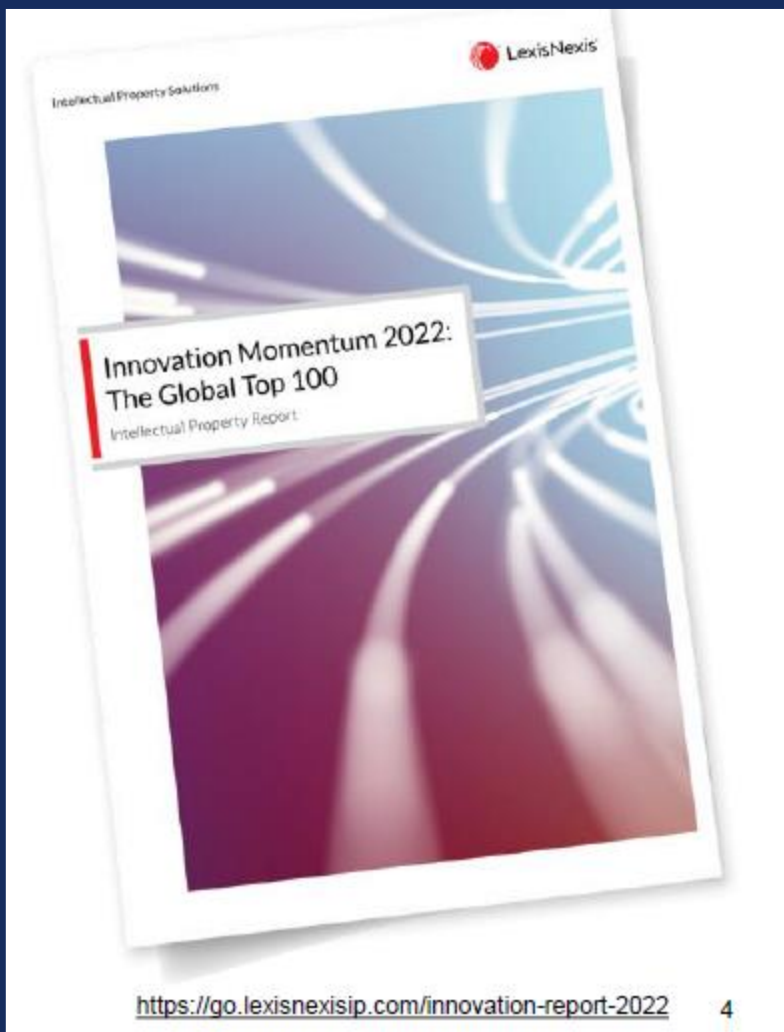


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Какво можем да научим от световните лидери в иновациите?

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Get one of the last tickets to The Business Booster 2023!

October 11, 2023 11:22 AM

From: EIT InnoEnergy

To: Petko Ruskov

TBB.2023 The new Green Economy: balancing profit and purpose

The banner features a yellow background on the left with the EIT InnoEnergy logo and 'TBB.' text. It also includes the text 'Co-funded by the European Union' with the EU flag. The main text reads 'The Business Booster The new Green Economy: balancing profit and purpose' and '18-19 October, 2023 RAI Amsterdam'. A blue button with 'Register now' and a right arrow is positioned over a background image of a canal with boats and buildings in Amsterdam.

Will you be at the leading sustainable energy innovation event?

In just one week InnoEnergy's sustainable energy ecosystem will meet at [The](#)





IUPAC Top Ten Emerging Technologies in Chemistry 2022



Sodium batteries



Nanozymes



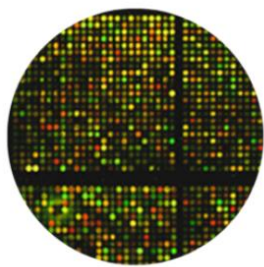
Aerogels



Fluorescent sensors



Solar fuels



Nanoparticle megalibraries



Fibre-based batteries



Textile displays



Rational vaccines with SNA



VR-enabled modelling



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Jobs



Messaging



Notifications

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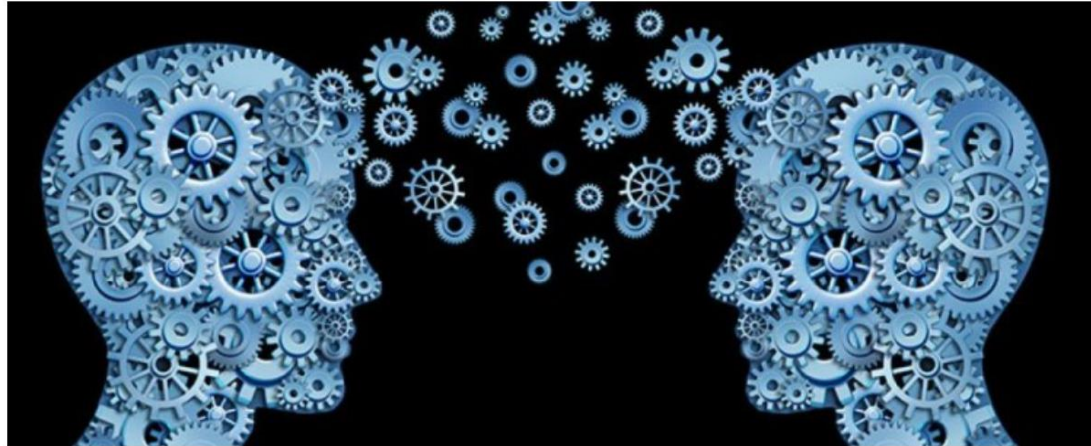
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Technology Transfer in the Specialty Chemical Industry



Atul Tripathi

Manager- Technology and Design at Navin Fluorine International Ltd.

1 article

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January 28, 2023

Open Immersive Reader

The specialty chemical industry is one that is constantly evolving and changing, as companies strive to improve their products, processes, and technologies. One



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<https://www.linkedin.com/pulse/technology-transfer-specialty-chemical-industry-atul-tripathi/>

ALL the
PROBLEMS
of the **WORLD** 
could be settled
EASILY IF MEN WERE
ONLY WILLING TO

THINK



“ I think there is a world market for maybe five computers. ”

-- IBM Chairman Thomas Watson, 1943

Solve it. Solve it quickly, solve it right or wrong. If you solve it wrong, it will come back and slap you in the face, and then you can solve it right. Lying dead in the water and doing nothing is a comfortable alternative because it is without risk, but it is an absolutely fatal way to manage a business.

Thomas J. Watson
American Entrepreneur



"Greatness isn't
having a technology,
"But the know how to
do something with it."
Rometty



A screenshot of a tweet from IBM (@IBM) dated June 21, 2017. The tweet features a quote from Ginni Rometty about blockchain technology and includes a video thumbnail of her speaking. The tweet has 183 retweets and 192 likes.

IBM @IBM Follow

Ginni Rometty: "What the internet did for communications, I think [#blockchain](#) will do for trusted transactions." bit.ly/2tOyc56

7:49 PM - 21 Jun 2017


183 Retweets 192 Likes

6 183 192

"A must-read." —Bill and Melinda Gates

The Power of Knowing What You Don't Know

THINK AGAIN ADAM GRANT

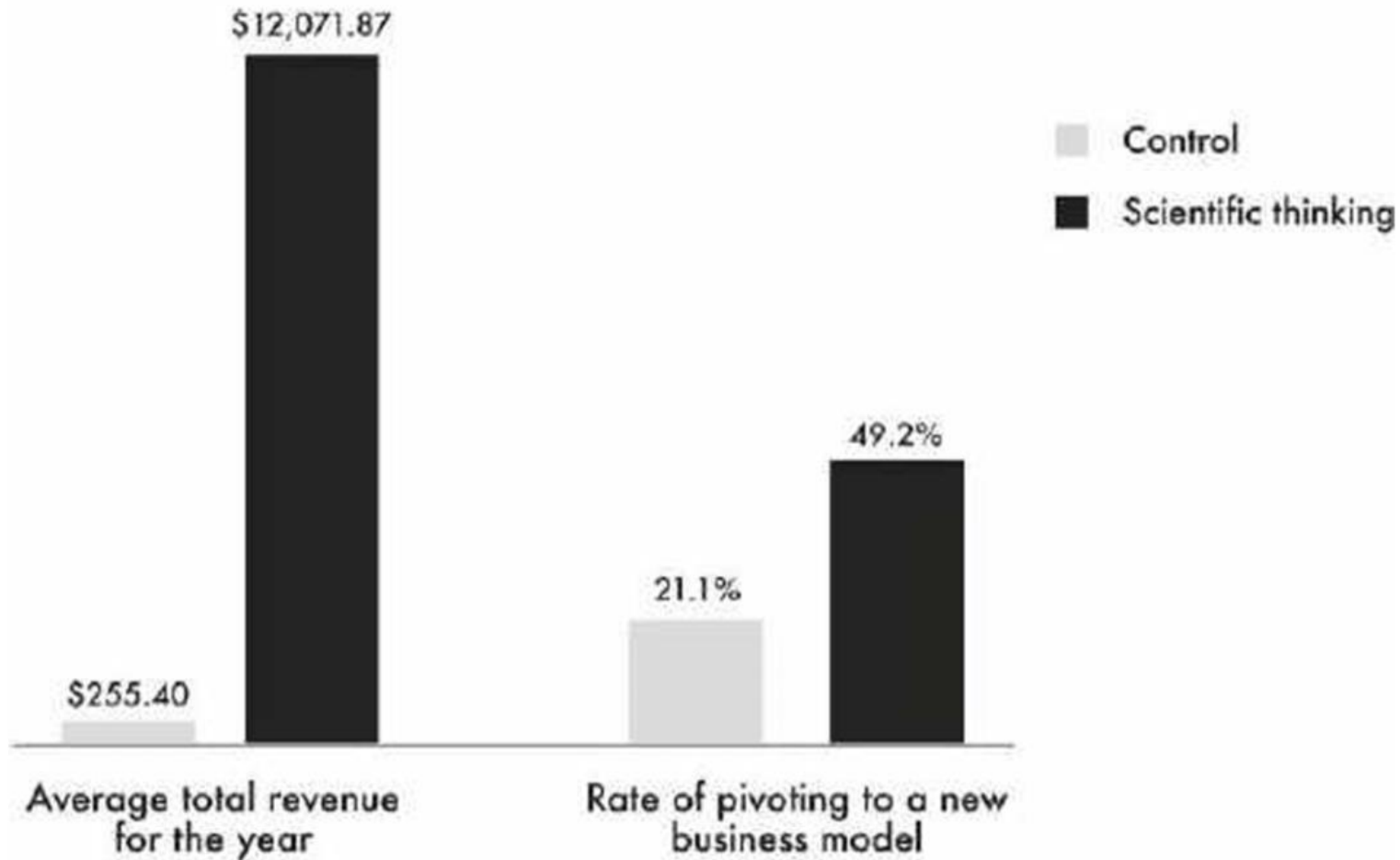


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THE EFFECTS OF SCIENTIFIC THINKING ON STARTUP SUCCESS



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Future Ready

Accumulate
value

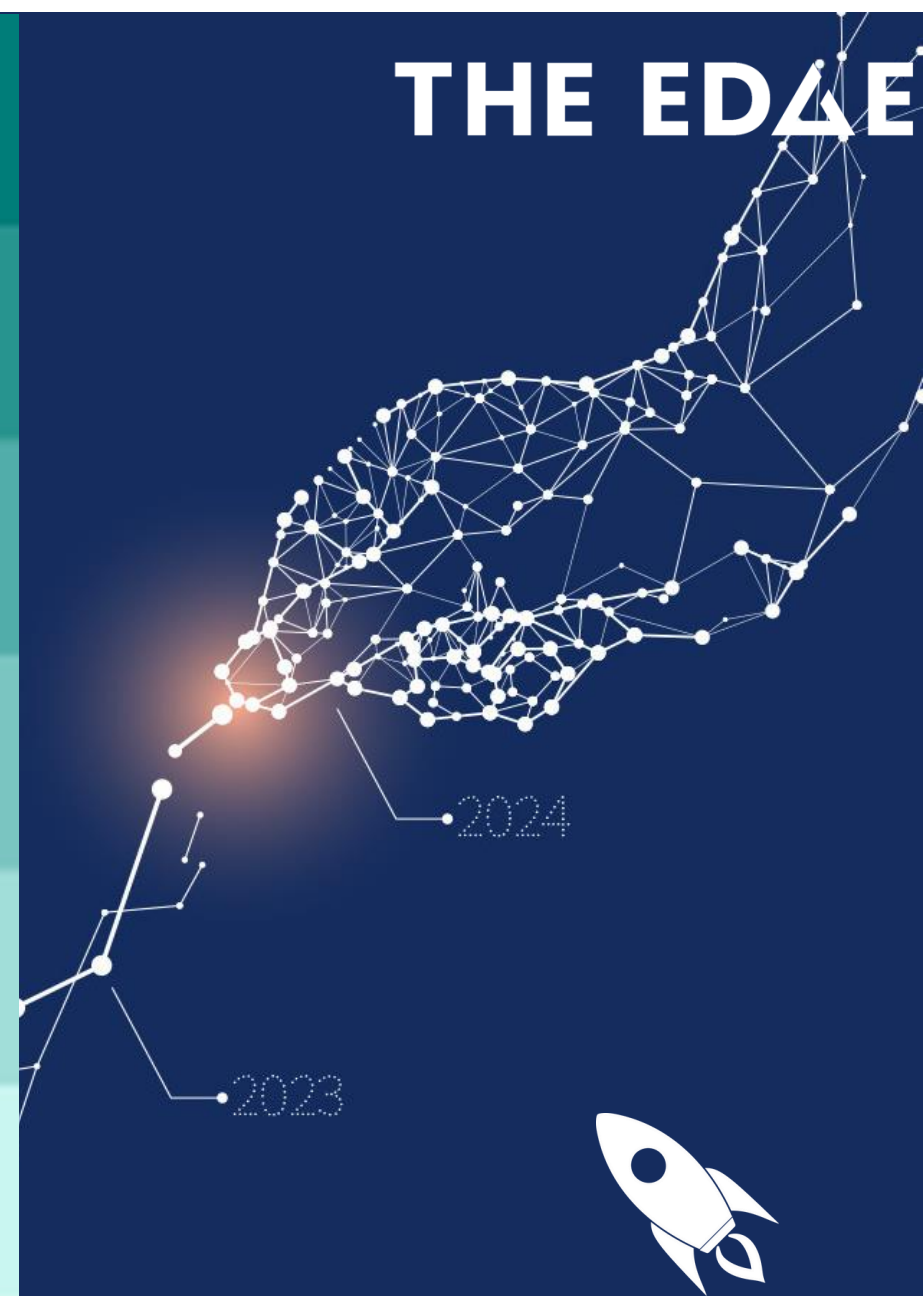
Build
capabilities

Anticipate
the explosions

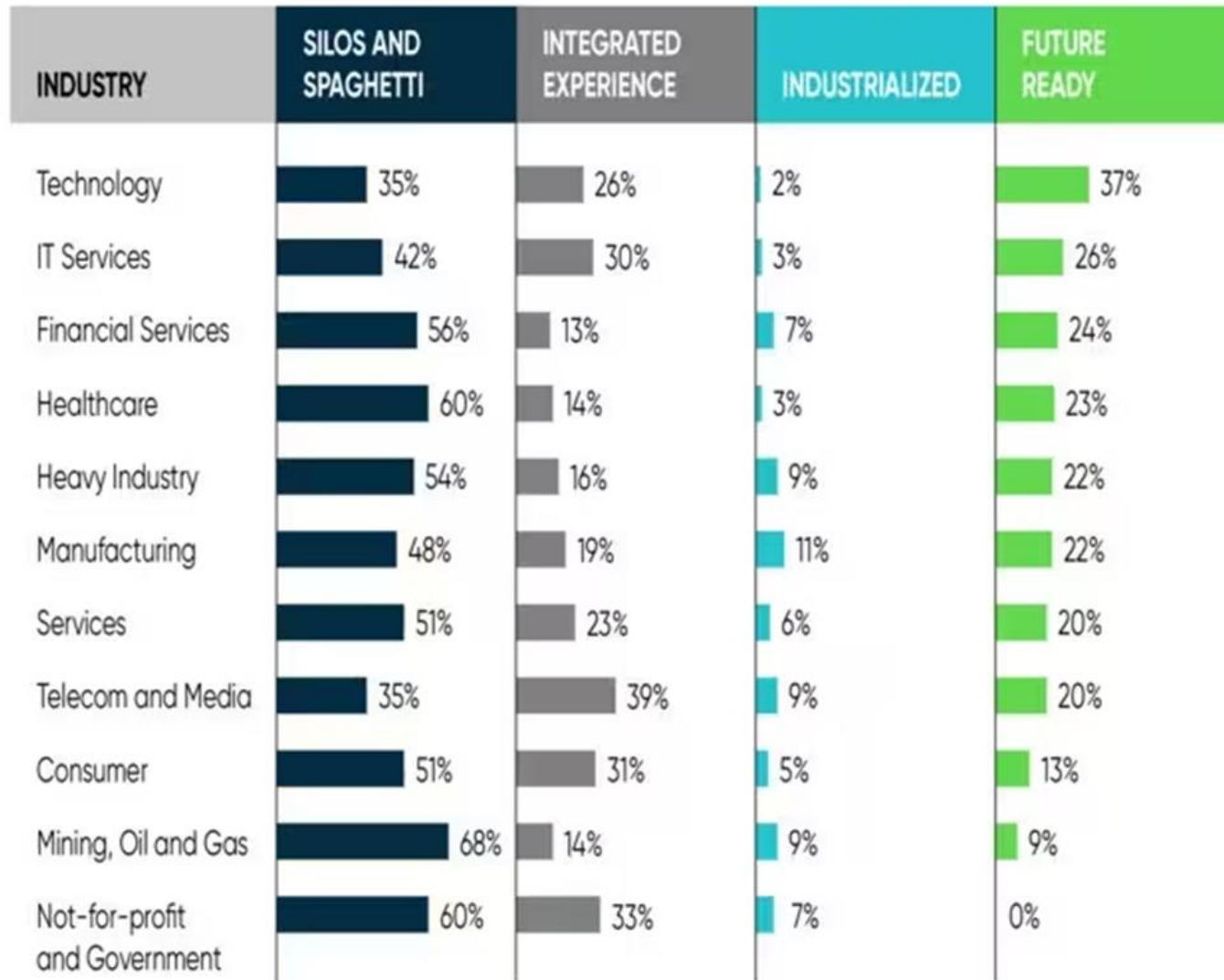
Commit
to a pathway

Motivate
with a strong purpose

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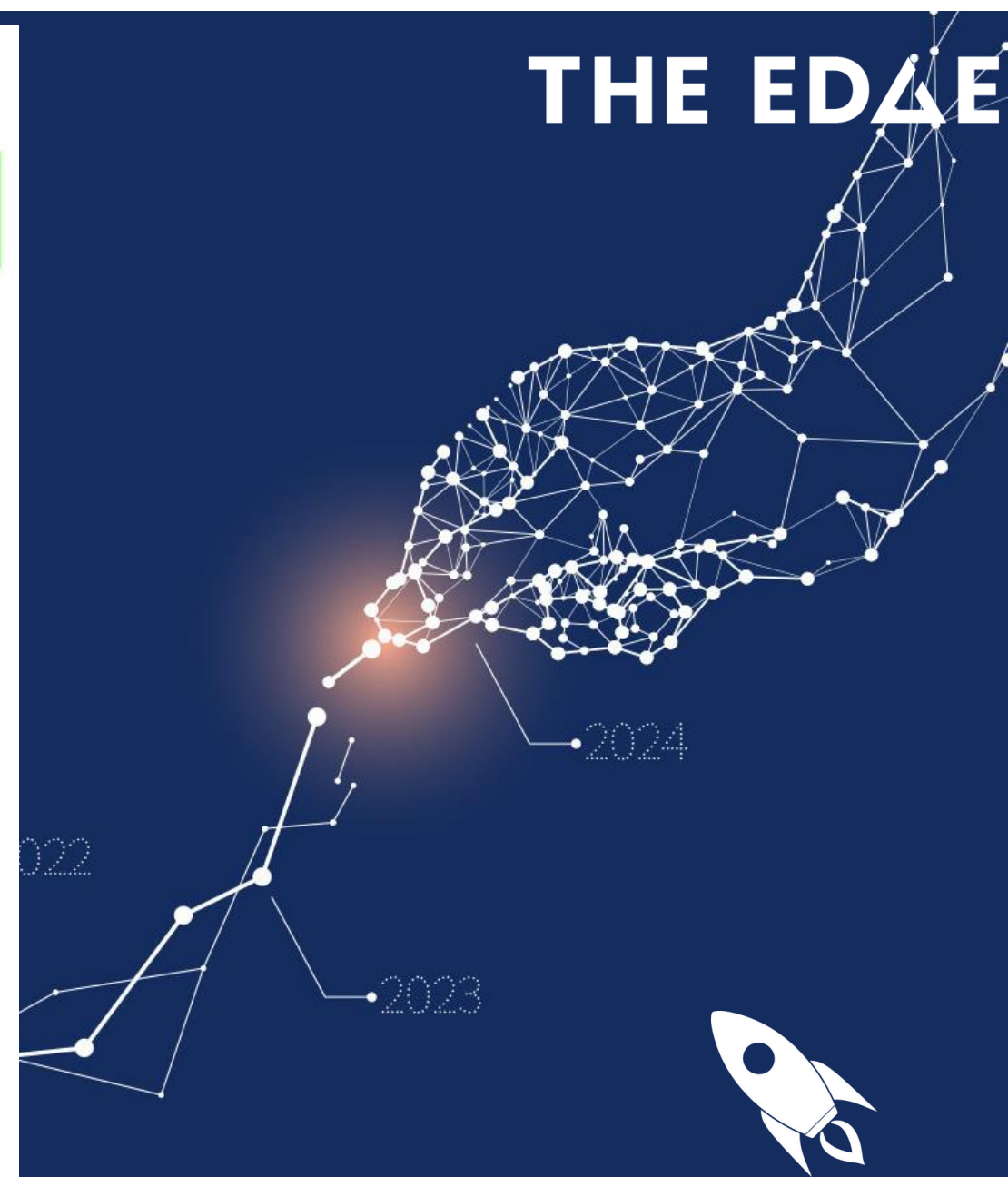


Future ready framework by industry



Source: MIT CISR 2019 Top Management Teams and Transformation Survey (N=1,311). Industry is self-reported. Industry groupings are based on NAICS coding.

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хибриден формат, хотел *Интернационал*, Златни пясъци, Варна
9 – 12 ноември 2023

Поведение при карцином на хранопровод и гастроезофагеална връзка
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Телеонкология и СОНМ-кълстерни взаимодействия





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**Thank
YOU**

Petko Ruskov, PhD

***CTO & Co-founder, The Edge: R&BD
Organizer of Beyond pre-accelerator***

mobile: +359 887 338 083

e-mail: petko.ruskov@theedge.solutions

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