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Focus IP Group, LLC offers a comprehensive range of training programs in:

- Technology transfer
- Technology commercialization
- Technology-based entrepreneurship

based on Dr. Ashley Stevens' 30 years of experience in structuring the transfer of early stage technologies. He has taught approaching 20 graduate level degree courses at Boston University and Osaka University and 100 professional development courses round the world.

Courses are available in various lengths:

- One day
- Two days
- Three days
- Five days
- Ten days.

The courses combine lectures with experiential learning:

- In the 1, 2 and 3 day courses, the experiential learning comes from working in groups on case studies illustrating the key concepts. These case studies are real world cases, anonymized and were written specially for these courses.
- In the 5 and 10 day courses, the case studies are augmented by forming small teams who work on new inventions and analyze their commercial potential, and in the case of the 10 day course, their ability to be the basis a start-up company. These inventions are contributed by the sponsoring organization and the teams' work products will form the basis of commercializing the technologies.

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RESUME OF ASHLEY J. STEVENS, D.PHIL (OXON), CLP, RTTP

**President
Focus IP Group, LLC**

**Lecturer
Strategy and Innovation Department
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Boston University**



The Focus IP Group provides a variety of consulting services in intellectual property matters, including serving as an Expert Witness in intellectual property disputes, technology scouting, technology transfer and teaching the commercialization of early stage technologies.

For 15 years, Dr. Stevens led Boston University's Office of Technology Transfer. He then became Special Assistant to the Vice President for Research for two years before retiring from full time employment at BU. He remains a Lecturer in the Strategy and Innovation Department in Boston University's School of Management, where he teaches two graduate-level, inter-disciplinary courses on Technology Commercialization. Before joining Boston University he was Director of the Office of Technology Transfer at the Dana-Farber Cancer Institute, a teaching affiliate of the Harvard Medical School.

During his tenure at Boston University, the Office of Technology Development spun out over 50 companies based on the University's research, a number of which raised substantial amounts of capital, and the University's licensing income climbed steadily.

He is a Guest Professor at Osaka University, Japan, where he teaches G-TEC, an intensive summer course on technology commercialization. He has also taught in Chile, China and India.

Prior to entering the technology transfer profession, Dr. Stevens worked in the biotechnology industry for nearly ten years. He was a co-founder of Kytogenics, Inc., of which he is still a Director, was co-founder of Genmap, Inc., and was Vice President of Business Development for BioTechnica International. He started his career with The Procter & Gamble Company, where he held a number of positions in commercial development, sales, marketing, product management, strategic planning and acquisitions and mergers.

Dr. Stevens publishes and lectures frequently on many aspects of technology transfer, including the Bayh-Dole Act, the economic impact of technology transfer and its role in economic development, the contribution of academia to the discovery of new drugs and vaccines, the role of technology transfer in global health and technology valuation. He was the recipient of the Bayh-Dole Award at the Association of University Technology Managers (AUTM) 2007 Annual Meeting and became President of AUTM in March 2010. He is also active in the Licensing Executives Society and the MassBio.

Dr. Stevens holds a Bachelor of Arts in Natural Sciences, a Master of Arts and a Doctor of Philosophy in Physical Chemistry from Oxford University. He is a Certified Licensing Professional and a Registered Technology Transfer Professional.

ORGANIZATIONS FOR WHOM TEACHING AND TRAINING HAS BEEN PROVIDED

Universities

- Aix-Marseille University
- Boston University
- King Fahd University of Petroleum and Minerals, Saudi Arabia
- National University of Singapore
- Newcastle University, UK
- Osaka University, Japan
- Umm Al-Qura University, Saudi Arabia
- University of Texas Austin
- University of New Hampshire Law School

Technology Transfer Associations

- Alliance for Commercialization of Canadian Technologies
- Alliance of European Science and Technology Professionals
- Association of University Technology Managers
- InnovFest, Singapore
- Knowledge Commercialization Australasia
- PraxisUnico, UK
- Southern African Research & Innovation Managers Association

Governmental and Inter-Governmental Organizations

- Asia-Pacific Economic Co-operation
- CORFO, Chile
- Indian Department of Biotechnology
- iNNpulsa, Colombia
- Slovak Center for Scientific and Technical Information
- Thailand Center of Excellence in Life Sciences
- World Intellectual Property Organization

Industry Associations

- Biotechnology Industry Organization
- National Council for Entrepreneurial Tech Transfer

COUNTRIES / TERRITORIES WHERE TEACHING AND TRAINING HAS BEEN PROVIDED

- Algeria
- Australia
- Canada
- Chile
- China
- Colombia
- Czech Republic
- Egypt
- Estonia
- Germany
- Hong Kong
- India
- Japan
- Malaysia
- Morocco
- Netherlands
- Norway
- Philippines
- Saudi Arabia
- Serbia
- Singapore
- Slovakia
- South Africa
- South Korea
- Sri Lanka
- Switzerland
- Taiwan
- Thailand
- Tunisia
- UK

I. ONE DAY COURSE ON LICENSING AND VALUATION STRATEGIES

The structure of the course will consist of:

- Three lectures on the basics of licensing and valuation strategies
- Three case studies illustrating the key concepts. These case studies are real world cases, anonymized and were written specially for these courses.

Morning	<p>Lecture 1: Licensing and Marketing Strategies</p> <ul style="list-style-type: none">• Licensing strategies• Marketing documents• Technology marketing <p>Case Study 1: Lithium Ion Batteries</p> <p>Lecture 2: Valuation</p> <ul style="list-style-type: none">• Overview• Valuation principles• Financial structure of a license• Cost method• Comparables• Rules of Thumb• Discounted Cash Flow
Afternoon	<p>Case Study 2: A Novel Gene</p> <p>Lecture 3: The Capitalization Table of a University Spin-Out Company and its Evolution</p> <ul style="list-style-type: none">• Founders Round• Seed Round• Series A Round• Series B Round• IPO• Acquisition• Down Rounds• Anti-dilution <p>Case Study 3: Quantum Dots</p>

II. 2 DAY WORKSHOP ON TECHNOLOGY EVALUATION, LICENSING, VALUATION AND NEGOTIATION

The structure of the course will consist of:

- Six lectures on the basics of licensing and valuation strategies
- Two case studies illustrating the key concepts. These case studies are real world cases, anonymized and were written specially for these courses.

<u>Day 1</u>	
Morning	<p>Lecture 1: Overview and Evaluating Early Stage Technologies</p> <ul style="list-style-type: none"> • Overview of early stage technology commercialization • The products that will result from a technology • Markets for those products • Intellectual property aspects • First Look Technology Assessment <p>Lecture 2: Licensing and Marketing Strategies</p> <ul style="list-style-type: none"> • Licensing strategies • Marketing documents • Technology marketing
Afternoon	<p>Lecture 3: Valuation</p> <ul style="list-style-type: none"> • Overview • Valuation principles • Financial structure of a license • Cost method • Comparables • Rules of Thumb • Discounted Cash Flow <p>Case Study 1 Lithium Ion Battery Case Study</p>

<u>Day 2</u>	
Morning	<p>Lecture 4: Negotiation a License</p> <ul style="list-style-type: none"> • The initial connection • Term sheet • Option Agreement • Principles and mechanics of negotiating <p>Lecture 5: Completing a License Agreement</p> <ul style="list-style-type: none"> • Template agreements • Sponsored Research Agreements • License agreements • Pre-existing rights • Unique aspects of university licenses
Afternoon	<p>Case Study2: Novel Inherited Cancer Gene Case Study</p> <p>Lecture 6: Start-Up Companies</p> <ul style="list-style-type: none"> • Cap tables • Ideal cycle • The Exit • Things go wrong

III. 3 DAY WORKSHOP ON TECHNOLOGY EVALUATION, LICENSING, VALUATION AND NEGOTIATION

The structure of the course will consist of:

- Nine lectures on the basics of licensing and valuation strategies
- Three case studies illustrating the key concepts. These case studies include real world cases, anonymized and were written specially for these courses and a Harvard Business School Case Study.

<u>Day 1</u>	
Morning	<p>Lecture 1: Overview and Evaluating Early Stage Technologies</p> <ul style="list-style-type: none"> • Overview of early stage technology commercialization • The products that will result from a technology • Markets for those products • Intellectual property aspects • First Look Technology Assessment <p>Lecture 2: Licensing and Marketing Strategies</p> <ul style="list-style-type: none"> • Licensing strategies • Marketing documents • Technology marketing
Afternoon	<p>Lecture 3: Valuation</p> <ul style="list-style-type: none"> • Overview • Valuation principles • Financial structure of a license • Cost method • Comparables • V Rules of Thumb • VI. Discounted Cash Flow <p>Case Study 1 Lithium Ion Battery Case Study</p>

<u>Day 2</u>	
Morning	<p>Lecture 4: Negotiation a License</p> <ul style="list-style-type: none"> • The initial connection • Term sheet • Option Agreement • Principles and mechanics of negotiating <p>Lecture 5: Completing a License Agreement</p> <ul style="list-style-type: none"> • Template agreements • Sponsored Research Agreements • License agreements • Pre-existing rights • Unique aspects of university licenses
Afternoon	<p>Case Study2: Novel Inherited Cancer Gene Case Study</p> <p>Lecture 6: Start-Up Companies</p> <ul style="list-style-type: none"> • Cap tables • Ideal cycle • The Exit • IV. Things go wrong

<u>Day 3</u>	
Morning	<p data-bbox="427 258 1417 289">Lecture 7: Setting Up an Office of Technology Commercialization</p> <ul data-bbox="475 321 1133 657" style="list-style-type: none"> <li data-bbox="475 321 1133 352">• Reporting structure within the Organization <li data-bbox="475 384 792 415">• Database systems <li data-bbox="475 447 670 478">• Budgeting <li data-bbox="475 510 703 541">• Governance <li data-bbox="475 573 808 604">• Policy development <li data-bbox="475 636 841 667">• Working with students <p data-bbox="427 678 1222 709">Lecture 8: Creating the Culture within the Institution</p> <ul data-bbox="475 741 1344 835" style="list-style-type: none"> <li data-bbox="475 741 1344 772">• Why should professors be interested in commercialization <li data-bbox="475 804 930 835">• Translational research funds
Afternoon	<p data-bbox="427 877 1360 951">Lecture 9: Internal and External Communications – Managing Institutional Expectations</p> <ul data-bbox="475 982 1222 1255" style="list-style-type: none"> <li data-bbox="475 982 930 1014">• Setting a Mission Statement <li data-bbox="475 1045 1117 1077">• Financial realities of Technology Transfer <li data-bbox="475 1108 946 1140">• Drivers of technology transfer <li data-bbox="475 1171 1222 1203">• Tying yourself to the local innovation ecosystems <li data-bbox="475 1234 849 1266">• Securing local support <p data-bbox="427 1276 1295 1308">Case Study 3: Massachusetts General Hospital Case Study</p>

IV. FIVE DAY COURSE ON BASICS OF TECHNOLOGY TRANSFER

The structure of the course will consist of:

- Two lectures a day on the basics of technology transfer
- A case study illustrating key concepts
- Evaluating and analyzing a new technology, working in teams of 4-6 people.

The final half day will consist of each team presenting their technology, the results of their evaluation and their recommendations.

<u>Day 1</u>	
Morning	<p>Lecture: Overview and Evaluating Early Stage Technologies</p> <ul style="list-style-type: none"> • Overview of early stage technology commercialization • The products that will result from a technology • Markets for those products • Intellectual property aspects • First Look Technology Assessment Report <p>Lecture: Licensing and Marketing Strategies</p> <ul style="list-style-type: none"> • Licensing strategies • Marketing documents • Technology marketing
Afternoon	<p>Case Study: The Langer Lab at MIT (HBS)</p> <p>Team Work: Productization; Quad Chart</p>
<u>Day 2</u>	
Morning	<p>Lecture: Valuation</p> <ul style="list-style-type: none"> • Overview • Valuation principles • Financial structure of a license • Cost method • Comparables • Rules of Thumb • Discounted Cash Flow <p>Lecture: Negotiation a License</p>

	<ul style="list-style-type: none"> • The initial connection • Term sheet • Option Agreement • Principles and mechanics of negotiating
Afternoon	<p>Case Study: Lithium Ion Battery</p> <p>Team Work: Market Assessment</p>
<u>Day 3</u>	
Morning	<p>Lecture: Completing a License Agreement</p> <ul style="list-style-type: none"> • Template agreements • Sponsored Research Agreements • License agreements • Pre-existing rights • Unique aspects of university licenses <p>Lecture: Translational Research and Proof of Concept</p> <ul style="list-style-type: none"> • What is translational research • How to select projects • How to manage projects
Afternoon	<p>Case Study: A Novel Cancer Gene</p> <p>Team Work: Prior Art Analysis</p>
<u>Day 4</u>	
Morning	<p>Lecture: Licensing to a Start-Up Company</p> <ul style="list-style-type: none"> • Why do we license to a start-up company • Types of start-up company • Incorporating • The management team <p>Lecture: Financing a Start-Up Company</p> <ul style="list-style-type: none"> • Cap tables • Ideal cycle • The Exit • Things go wrong

Afternoon	<p>Case Study: Licensing at the Massachusetts General Hospital (HBS)</p> <p>Team Work: First Look Technology Assessment</p>
<u>Day 5</u>	
Morning	<p>Lecture: Setting Up and Running a Tech Transfer Office</p> <ul style="list-style-type: none"> • Staffing • Policies • Budgeting • Managing IP • Managing Service Providers • Using students <p>Lecture: Getting the Institution on Board</p> <ul style="list-style-type: none"> • Motivating faculty to be interested in commercialization • Selling OTT Internally • Interacting with the ecosystem
Afternoon	Team Presentations

V. TEN DAY COURSE ON BASICS OF TECHNOLOGY TRANSFER AND TECHNOLOGY-BASED ENTREPRENEURSHIP

The structure of the course will consist of two five day modules:

Week 1. Evaluating Early Stage Technologies

Week 2. Starting a Technology-Based New Company.

The structure of each day's work will be as follows:

- Two lectures a day on the basics of technology transfer
- A case study illustrating key concepts
- Evaluating and analyzing a new technology, working in teams of 4-6 people.

The final half day of each week will consist of each team presenting their technology, the results of their evaluation and their recommendations.

<u>WEEK 1</u>	<u>Evaluating Early Stage Technologies</u>
<u>Day 1</u>	
Morning	<p>Lecture: Overview and Evaluating Early Stage Technologies</p> <ul style="list-style-type: none"> • Overview of early stage technology commercialization • The products that will result from a technology • Markets for those products • Intellectual property aspects • First Look Technology Assessment Report <p>Lecture: Licensing and Marketing Strategies</p> <ul style="list-style-type: none"> • Licensing strategies • Marketing documents • Technology marketing
Afternoon	<p>Case Study: The Langer Lab at MIT (HBS)</p> <p>Team Work: Productization; Quad Chart</p>
<u>Day 2</u>	
Morning	<p>Lecture: Valuation</p> <ul style="list-style-type: none"> • Overview • Valuation principles

	<ul style="list-style-type: none"> • Financial structure of a license • Cost method • Comparables • Rules of Thumb • Discounted Cash Flow <p>Lecture: Negotiation a License</p> <ul style="list-style-type: none"> • The initial connection • Term sheet • Option Agreement • IV. Principles and mechanics of negotiating
Afternoon	<p>Case Study: Lithium Ion Battery</p> <p>Team Work: Market Assessment</p>
<u>Day 3</u>	
Morning	<p>Lecture: Completing a License Agreement</p> <ul style="list-style-type: none"> • Template agreements • Sponsored Research Agreements • License agreements • Pre-existing rights • Unique aspects of university licenses <p>Lecture: Translational Research and Proof of Concept</p> <ul style="list-style-type: none"> • What is translational research • How to select projects • How to manage projects
Afternoon	<p>Case Study: A Novel Cancer Gene</p> <p>Team Work: Prior Art Analysis</p>
<u>Day 4</u>	
Morning	<p>Lecture: Licensing to a Start-Up Company</p> <ul style="list-style-type: none"> • Why do we license to a start-up company • Types of start-up company • Incorporating

	<ul style="list-style-type: none"> • The management team <p>Lecture: Financing a Start-Up Company</p> <ul style="list-style-type: none"> • Cap tables • Ideal cycle • The Exit • Things go wrong
Afternoon	<p>Case Study: Licensing at the Massachusetts General Hospital (HBS)</p> <p>Team Work: First Look Technology Assessment</p>
<u>Day 5</u>	
Morning	<p>Lecture: Setting Up and Running a Tech Transfer Office</p> <ul style="list-style-type: none"> • Staffing • Policies • Budgeting • Managing IP • Managing Service Providers • Using students <p>Lecture: Getting the Institution on Board</p> <ul style="list-style-type: none"> • Motivating faculty to be interested in commercialization • Selling OTT Internally • Interacting with the ecosystem
Afternoon	Team Presentations

<u>WEEK 2</u>	<u>Starting a Technology-Based New Company</u>
<u>Day 1</u>	
Morning	<p>Lecture: Overview of Technology-Based Entrepreneurship</p> <ul style="list-style-type: none"> • Is it a company or a product or a project? • The founding team • Corporate structures <p>Lecture: Business Models</p> <ul style="list-style-type: none"> • What is a business model • Common business models • Innovative business models <p>Lecture: Elevator Pitch and Corporate Presentation</p> <ul style="list-style-type: none"> • What an Elevator Pitch is • Structure of an Elevator Pitch • Structure of the Corporate Presentation • The 10/20/30 Rule
Afternoon	<p>Case Study: Vermeer A</p> <p>Team Work: Business Model for Company</p>
<u>Day 2</u>	
Morning	<p>Lecture: The Business Plan</p> <ul style="list-style-type: none"> • Why write a business plan • The business planning process • Content <p>Lecture: Entrepreneurial Finance</p> <ul style="list-style-type: none"> • Basic financial statements • Fixed vs. variable costs • Breakeven
Afternoon	<p>Case Study: Vermeer B</p> <p>Team Work: Elevator Pitches</p>

<u>Day 3</u>	
Morning	<p>Lecture: Financing New Ventures</p> <ul style="list-style-type: none"> • Sources of financing for new ventures • The Exit • Investor return <p>Lecture: Cap Tables</p> <ul style="list-style-type: none"> • Start-Up • Venture financing • IPO • Acquisition – liquidation preferences • Down rounds • Anti-dilution protection
Afternoon	<p>Case Study: Vermeer C</p> <p>Team Work: Capital Needs</p>
<u>Day 4</u>	
Morning	<p>Lecture: Product Pricing</p> <ul style="list-style-type: none"> • Ways to price products • XXX pricing • Determination customer value in use • Pricing ladders <p>Lecture: Manufacturing and Product Costing</p> <ul style="list-style-type: none"> • Contract manufacturing • Standard costs
Afternoon	<p>Case Study: Startup.com</p> <p>Team Work: Financials</p>

<u>Day 5</u>	
Morning	Lecture: The Management Team <ul style="list-style-type: none">• Building the team• Transitions in leadership• The Board• The Scientific Advisory Board Team Work: First Look Venture Analysis
Afternoon	Team Presentations

VI. CUSTOMIZED COURSE DEVELOPMENT

Focus IP Group will be pleased to custom design courses to meet the needs of individual organizations. Lectures are available on the following topics, and we have case studies available – both Harvard Business School case studies as well as case studies written by Dr. Stevens and other technology transfer experts to introduce an experiential component to the courses.

1. Technology Commercialization

- What is Technology Commercialization?
- Translating Science into Products
- Translational Research/Proof of Concept
- Universities as Sources of Technology

2. Intellectual Property

- Patents
- Researching Patents
- Assessing Patent Quality
- Copyrights, Trademarks and Trade Secrets
-

3. Technology Transfer

- Licensing
- License Agreements
- Other IP Agreements
- Monetizing Patents
- Partnering with a Large Company
- IP Assessment Methodology and Tools
 - First Look Technology Assessment Methodology
- Technology Valuation
- Technology Marketing
- Career Structures in Technology Management

4. TLO Operations

- Organization and Management
- IP Management
- Budgeting

- Policy Development
- HR Issues
- Negotiating a License
- Standard Forms of Agreement
- Auditing Licensees
- Working with Faculty
- Databases and Tools

5. Technology-Based Entrepreneurship

- Technology Based Entrepreneurship
- Opportunity Assessment Methodology and Tools
- First Look Venture Assessment Methodology
- Business Models
- Business Plans
- Communicating the Company
- Regulatory and Reimbursement
- The Management Team
- Manufacturing
- Social Entrepreneurship
- First Look Venture Assessment

6. Entrepreneurial Finance

- Financial Statements
- Product Pricing
- Product Costing
- Financing New Ventures
- Cap Tables

7. Other Topics

- Principles of Negotiation
- Specific Technologies
 - Stem cells
 - Medical devices
 - Generic drugs
 - Global Health