

## Technology Management and Entrepreneurship Days at TEK

### A Student in Focus Initiative supported by the Faculty of Engineering

The *Student in Focus* initiative will focus on issues related to technology management and entrepreneurship. It has several objectives:

- Bringing international technology experts to the TEK campus to enable international learning experiences of the engineering students:
  - Tony Bailetti, Assoc. Prof., Carleton University, Ottawa, Canada
  - Kim Peter Jørgensen, Business consultant, Lecturer at CBS and IT University
- Focusing on a topic that is of high relevance for SDU as well as for all engineering students independently of their specific program
- Using the Product Development and Innovation Program as an open educational platform to the benefit of all engineering students
- Using the *Student in Focus* initiative to establish a stronger link with the local business development and entrepreneurial community

#### Preliminary program

Where, when, what	Who
Auditorium 2, Mon., April 8, 8:30-11:45 • <i>Theories and methods in technology innovation management: Commercializing disruptive innovations</i>	Guest lecture by Prof. Tony Bailetti to the PDI students – open to all engineering students and all faculty members
Auditorium 2, Tues., April 9, 13:00-15:00 ITI seminar including two Invited Speakers • <i>Technology entrepreneurship in the university: Mission possible!</i> • <i>Conceptions and misconceptions of value engineering: Capturing value from technology development projects</i>	Invited talks by Tony Bailetti and Kim Peter Jørgensen as part of the ITI Seminar – open to all faculty members and local business development and entrepreneurial experts
Auditorium 2, Tues., April 9, 15:30-17:00 Student Business case evaluation and feedback	International jury including: Tony Bailetti, Kim Jørgensen, Klaus Holmsberg, Stoyan Tanev
Auditorium 2, Wed., April 10, 8:30-11:45 • <i>Theories and methods in technology innovation management: Designing ecosystems to support the creation of new technology products and services</i>	Guest lecture of Prof. Tony Bailetti to the PDI students – open to all engineering students and all faculty members

## Technology entrepreneurship in the university: mission possible!

Tony Bailetti



**Tony Bailetti** is an Associate Professor in the Sprott School of Business and the Department of Systems and Computer Engineering at Carleton University, Ottawa, Canada. Professor Bailetti is the Director of Carleton University's Technology Innovation Management (TIM) program and Director of the Institute for Technology Entrepreneurship and Commercialization in Ottawa. Professor Bailetti's research, teaching, and community contributions support technology entrepreneurship, regional economic development, and international co-innovation. He has published in engineering management journals such as *Research Policy*, *IEEE Transactions on Engineering Management*, *Journal of Product Innovation Management*, and *R&D Management*.

In his talk at the ITI seminar Prof. Bailetti will describe a wide lens approach to graduate education in technology innovation management. A narrow-lens perspective on delivering academic programs leaves the university focused on course staffing, student enrolment, and budgets. However such narrow-lens approach seems to ignore the implications for graduate students of globalization, co-innovation, and value-chain adoption challenges. Interaction between students and members of the wider innovative ecosystem is a fundamental building block of the TIM program's content. The TIM program therefore uses a wide-lens perspective to deliver graduate-level education because the success of its students depends on the success of individuals and organizations innovating outside of the university. Today, this dependence is more pervasive than ever before. Failure to expand the focus to include the business ecosystem that successfully delivers and commercializes innovations will set up graduate-level programs for failure, regardless of how well they deliver on their narrow-lens objectives related to staffing, enrolment, and budgets. According to Bailetti, proper staffing levels, the correct size of enrolments, and adequate budgets are certainly important; however, these are just necessary but not sufficient conditions for the success of TIM students, the graduate program, the university, and the region.

## Conceptions and misconceptions of value engineering: How do we capture value from investments in technological development?

Kim Peiter Jørgensen



**Kim Peiter Jørgensen** is a business consultant focusing on helping new and established firms to define their business strategies and improve their performance. He has a Master degree in Biology (systematics, ecology and evolution) and mathematics (set-theory, modelling and integro-differential equations). After completing his studies he worked as a consultant for IBM, as a General Manager for Mærsk Data and as Director of Global IT systems at Maersk Logistics and Maersk Line. Kim Jørgensen has managed projects and programs in more than 20 countries. He is Board Member of several firms in Denmark and Sweden. He is also an external lecturer at both the IT University of Copenhagen and the Copenhagen Business School. His favorite teaching topics are strategic value creation and business transformation strategies. In his talk at the ITI seminar Kim Jørgensen will focus on the ways of capturing value from technology development projects – topic of high relevance for our engineering faculty. How to measure success of such projects? Basic research is an expression of the quest for the progress of knowledge. It is regarded as a sunk cost investment or as a “rich uncle” investment. Which research projects will succeed? We can learn from evolutionary biology where the Darwinian approach is well known. An important aspect is how the achieved learning is integrated to the rest. Darwinian biology is extremely tough. Many advanced biospheres including trees, animals, you name it, have disappeared. Why? Because they were not able to adapt to the situation at hand. Unlike what IBM, Accenture and SAP tell us, the success rate of IT-projects is very low when assessed. Success rates in the range of 3-20%, and probably less, are reported. Quality of project execution is hardly the key reason for the lack of success. Management issues (at all levels) and bad organizational implementation seem to be the key factors behind successes and failures. If un-management and the dominant engineering perspective are the disease - what is the cure? The link between benefits and project execution is the foundation for success. There is a need of a) Full cycle approach including total cost of ownership, b) Explicit value creation process: conceiving, identifying, developing, implementing, anchoring value. The focus on benefits management and realization should become a priority. However, our prejudicing mindset appears to be a real limiting factor. The talk will focus on various issues related to dealing with: requirements for the specifications; deconstructing abilities, habits and requirements; interpretive versus compiled abilities in value systems.