Fostering the entrepreneurial thinking: new approaches at Fraunhofer

9th Plenary Meeting of the European TTO
San Sebastián, 26 - 27 May 2016
CHALLENGES FOR THE FRAUNHOFER TECH TRANSFER

- 67 institutes at different locations
- Institutes with independent cultures of innovation
- Fraunhofer USP: Focus on contract research with industry
- Researchers want to be researchers...
- Number of spin-offs stagnated

Fraunhofer locations in Germany, 2015
A startup is a temporary organization in search of a new product or service under conditions of extreme uncertainty!

(adaptiert von Eric Ries & Steve Blank)
NEW PROJECT: FOSTERING INTRAPRENEURSHIP

- Funded by the German Federal ministry of research
- Team size: 4 FTE + 4 student assistants
- Started in August 2013, term of 3+3 years;
- accompanying research by Prof. Dietmar Harhoff, Max Planck Institute for Innovation and Competition

OBJECTIVES / CONTENTS

- Development of an entrepreneurial mind-set within Fraunhofer
- Developing business ideas to business models – additional to the technical development
- New incentives for Tech Transfer, ideally more spin-offs

FIRST RESULTS

- 25+ new spin-off projects
- 60+ FDays from 31 institutes
- 800+ Fraunhofer researchers from 49 institutes attended Venture Lab offers (Business ideation workshops, FDays, …)
- Entrepreneurship education for (future) Fraunhofer executives
INTRAPRENEURSHIP @ FRAUNHOFER: LESSONS LEARNED

- offline-online-offline approach
  
  ![Diagram showing stages of the approach: Awareness, Business-Ideation, Business-Design]

- intrapreneurship is better than entrepreneurship, at least in early innovation phases
- doing first steps with few pilot institutes 
  (test – learn – adapt)
- supporters at the institutes are key for sustainable success
- don’t ask for ideas from your researchers...

- ideation is more than creativity and design thinking
- genuine role models
- in early innovation phase a focus on people is key
- support from external experts

- one target group: researchers
  -> but executive education / information is essential, otherwise the target group has not enough support
- create a network to other (local) ecosystems
- **guided** slack time
SHIFT IN INNOVATION MANAGEMENT STRATEGIES OF INDUSTRY PARTNERS

**classic approach**
- Sales & Marketing
- R&D
- Product Mgmt.

**modern approach**
- Sales & Marketing
- R&D Innovation & Scouting
- Product Mgmt.

**problems**
- customer pain points
- not-invented-here
- bureaucracy
- KPI focussed
- understanding technology development trajectories

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Since 2001 Fraunhofer Venture is the central point of contact for entrepreneurship at Fraunhofer

Inception of early-stage stage initiative **Fraunhofer Venture Lab** in 2013

- Business Ideation
- Business Design
- Final Runway
  - FDays
  - Ext
  - FFE 1 & 2
  - licensing model track

90+ portfolio companies, 20 spin-offs per anno, 50+ FDays, actively working with 2/3 of institutes, ...

- Fraunhofer Venture bridges the gap between daily technology development at 66 Fraunhofer Institutes and central incorporations of new enterprises
- Core services: Entrepreneurs in Residence (EiR) & tailored business ideation, FraunhoferDays (FDays): 12-weeks business design acceleration program, business planning & legal support, investment management
# FDAYS: OVERVIEW

## FDAYS-alumni say...

| „An exciting **step out of our comfort zone.**“ |
| “FDAYS should become a **standard process**, that every single team at every single institute has to go through while doing R&D.“ |
| „By attending FDAYS, we developed the necessary **self-confidence** and **motivation** to start executing on our spin-off plan.“ |
| „This was the **best customer acquisition training** ever.“ |

## facts & figures

### 2013-2016
- 8 batches since 2013 (+ Kickstarter & SI specials)
- 62 projects from 31 institutes, 13 on final runway

### 2016 alone
- 4 batches planned (ca. 60 projects)
- 38 projects already started

### ecosystem integration
- 6 batches jointly with entrepreneurship centers
- 30+ business designers successfully matched
- „Josephs“-network (200+ members)

## partners

95% net promoter score
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