

## Notes from the DETI/INI Collaboration Workshops

<b>Objective</b>	The facilitators were asked to explore one of four topics which are relevant to collaboration. The facilitation leadership was made up of a DETI or INI person plus a business lead.	<b>Output</b>	The notes capture a summary of comments and feedback received. They are not an exhaustive minute of the discussion.
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Summary of the outcomes from the discussions are listed below with more detail on the following pages.

### **Markets: How do we ensure focus on emerging market opportunities...what do we need to do?**

- Build on existing capabilities making use of existing networks and capability both in industry and academia.
- Better use of academia and Government to provide relevant market information which can position industry to assess and respond to opportunities.
- Increased development of collaboration around market opportunities.

### **Legal & Regulatory: How can we address the legal and regulatory issues that will arise in driving these forward? (includes IP exploitation, legal liability & trust...)**

- Need for awareness and education on legal and regulatory issues both in compliance and implications. Legal templates would be seen as a positive potential.
- Collaboration introduces new risks of clawback from government funding which can create barriers. The clawbacks do not recognise the need to accept a degree of risk in business dealings.
- Local legislation perceived as not responsive/accurate enough to changing business offerings. In particular in areas around new bio type technology.
- May be a need to develop a path of collaboration with advice needed on how to move forward at each stage. Stages including trust building, NDA, IP sharing, profit sharing and closure.

### **Leadership: How do we successfully encourage and foster strong and innovative business leadership in NI?**

- Recognition from the group that leadership needs to be developed. This can be achieved by learning from experiences of successful indigenous family run businesses, mentoring from recognised Business Leaders and skills development via structured training.
- Need to drive a change in culture to encourage celebration of successful Leadership and rebuke negative response to success. This activity associated with better use of media will encourage emergence of new Leaders.
- Government needs to take a step back, redirect financial support to encourage collaboration and become more of a facilitator to allow business leaders to emerge and develop.
- Government needs to redress its punitive approach to business failure. This will encourage Leaders to be less risk averse and foster learning and development.
- Leadership needs to be exposed to global opportunities, experiences and thinking.

### **Resources & Incentives to Collaborate: How can we collectively provide the right support and incentives for collaboration in NI?**

- Government has a key role in connecting, developing relationship, facilitating and selling the communities.
- Academia has a role in building the business knowledge and emerging themes in the global market.
- Government must continue to move towards a joined up service supporting business growth.

## 1. Markets

How do we ensure focus on emerging market opportunities...what do we need to do?

A significant amount of information is currently available to businesses. There is a need to filter out the relevant market information. Grouping and trending needed against capabilities.

Wider use of external experts/speakers beyond the normal speakers. Also development of informal exchanges of information.

Build on existing markets and capabilities to reach new markets. These market need to be global markets with a focus on long term opportunities.

Use of anchor companies to reach global markets.

Pulling resources seen as only way to reach bigger markets in many cases. Cross sectoral opportunities also seen as a way of developing markets.

Better use of academia to present message and awareness.

Public sector could communicate better with private sector to assist in positioning the private sector to respond to opportunities. In particular public sector opportunities locally and across Europe.

Business not perceived to be high on the political agenda therefore political and Government leads not seen to be sufficiently exploiting market opportunities.

There is a need for local markets to be opened to SME's to allow them to develop reference sales sites for global sales.

There is a need for local businesses to develop the skills and processes to all them to manage the innovation process professionally. Allowing them to review opportunities and make informed decisions.

Opportunity for Networks to participate in reviewing market opportunity jointly and developing selective collaboration based on opportunity and individuals assessment of opportunity. For example all companies in a collaborative network may not chase all opportunities available to the collaboration. This can be a strength of the network to allow them to select opportunities and pass on some.

## 2. Legal and Regulatory Issues

How can we address the legal and regulatory issues that will arise in driving these forward? (includes IP exploitation, legal liability & trust...)

Opportunity for awareness:

- Lack of knowledge of the legal and regulatory issues.
- Specifically the implications of NDA's, Sharing profits and balancing the cost and value of protecting IP.
- Specific knowledge of anti-competitiveness legislation.

Need for some models to allowing sharing between companies. These models will need to recognise the difference between SME to SME sharing and SME to MNC sharing.

Cost of legal advice

Concerns over the implications of clawbacks on an individual company in a collaboration where a company in the collaboration fails.

Image of clawback seen as very negative to the local SME's and sends a very serious message to FDI not to business here.

Recognition from the group that the INI vilification in the papers of "loosing" some public money positions INI in a negative place but there needs for an ability to accept reasonable risk and expect some failure.

Local legislation seems as too much, not thought through and lacking scientific evidence Specifically if companies are looking at new ways to deal with biomass and similar disruptive technology the legal position needs to be dynamic enough to reflect new scientific positions.

May be a need to develop a path of collaboration with advice needed on how to move forward at each stage and signposting services.

- Developing trust between companies
- Ground rules
- NDA
- IP Agreements
- Background/Foreground issues
- Group rules
- Litigation and protection
- Navigating public procurement.

Legal templates being available to Collaboration would be very positive to allow speedier engagement and sharing in collaboration, appreciated that templates will need to be adaptable to each network.

### 3. Leadership

**How do we successfully encourage and foster strong and innovative business leadership in NI?**

There is a need for individuals to learn to lead which may need encouragement and development.

Need to identify and develop the skills and experiences for leadership in our environment. Educating and training leaders.

Need to develop future leaders throughout NI to develop a hunger for leadership and entrepreneurship.

Need to learn from other places and examples of good leadership.

Possible need to consider temporary import of leadership.

Need for public sector to step back to encourage private sector leadership.

Collective requirement to tap existing family business leaders.

Need to expose leader to wider world vision of good leadership.

Develop mechanisms to celebrate and applaud existing leadership.

Need to change leaders from being risk averse culture to learning to accept and develop from failure.

Mentoring skills could be used and benefited from. These could be sought as non-exec or foreign support.

Long term technology intensive companies may need support to reach market.

Better use of the media to display leadership and celebrate it.

Lack of ability to address VC opportunities.

#### 4. Resources and Incentives

**How can we collectively provide the right support and incentives for collaboration in NI?**

We need to learn from other regions in the UK, Ireland, Europe and worldwide.

Use of Government to provide connectivity, provision of facilitation resources and horizon scanning. Greater use of business networks.

Greater awareness of academic knowledge/research themes including outside Northern Ireland.

Favourable Tax incentives for collaborating companies.

Urgent need to increase resources to understand the opportunities and developing market intelligence. Possible dedicated repository of information.

Foreign exhibitions which support multiple companies seen as very powerful as the weight of the delegation is impressive to the companies they talk to as it creates a marketing presence.

Need for joined up government and aligned approaches and policy.

Resources to support, co-ordinate and facilitate networks needed as individual companies lack the support.

There needs to be sufficient resources to support the expectation that has been set by government. For example there is a big push for collaboration then there needs to be sufficient resources to carry this through.

Forums for diverse debate and discussion.

Incentives to ensure growth of new sectors.

Need to minimise government intervention.

More networking opportunities.

Better signposting of resources.