

# How to Scan Your Environment

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# 00. Understanding your environment

**Importance of understanding  
yourself, your organisation and  
your environment**

**KNOW WHAT/WHO YOU ARE  
DEALING WITH**

# Framework

Dimensions

## Comparative competitive advantage



***RESOURCES***

***CAPABILITIES***

**Context: external engagement and valorisation**

# Framework

Dimensions



**INTELLECTUAL  
ASSETS**

**HUMAN CAPITAL**

**COLLABORATION  
SUPPORT  
MECHANISMS**

**Context: external engagement and valorisation**

# Framework

Dimensions

**PHYSICAL  
ASSETS**

**INDUSTRIAL  
ASSETS**

**INTELLECTUAL  
ASSETS**



**HUMAN  
CAPITAL**

**NETWORK  
CAPITAL**

**ECONOMIC  
CAPITAL**

**Context: external engagement and valorisation**

# Framework

## Dimensions



**Mapping and analysing internal and external ecosystems is about identifying, testing and selecting options to create and capture value.**

**It is about forming new hypotheses and defining how they can be beneficial for your valorisation activities.**



**The internal and external mapping is a synthetic representation capturing all the key strengths and roles that have an influence on the ecosystem of external stakeholders and your valorisation activities.**

# Scanning and Mapping

Some basic techniques

## Secondary data collection

- Online search
- Checking statistics
- Bibliometric analysis
- Content analysis
- Analysis of the grey literature e.g. policy documents

## Primary data collection

- Networking / speaking with people
- Immersions
- Visits and tours
- Interviews
- Information requests

# 01. Focussing on you

# COMPARATIVE ADVANTAGE



**RESOURCES AND CAPABILITIES**

# Framework

## Dimensions

### Revisiting UBC ecosystem

### Drivers and barriers

- Funding for collaboration
  - University
  - Business
  - Government
- Time for undertaking collaboration
- Prior relation // social capital
  - Mutual commitment
  - Mutual trust
  - Shared goal
- Network // academic or business contacts



## Comparative advantage

### RESOURCES

- **Economic capital** e.g. funding, financial resources
- **Strategic capital** e.g. time allocated, incentives, positive attitude to collaboration

### CAPABILITIES

- **Intellectual capital** e.g. capabilities, collaboration experience / knowledge, subject matter expertise
- **Social capital** e.g. networks, role models

**Know your strengths!**



MASTERY	SKILLS, KNOWLEDGE & COMPETENCIES (To know, to understand or be able to...)
Master of Strategic Vision	<ul style="list-style-type: none"> <li>To be able to apply the existing knowledge of collaboration partners to solve the problem at hand</li> <li>To be able to de</li> <li>To be able to de</li> </ul>
<b>EXTERNAL ENGAGEMENT MASTRIES</b>	<p><b>SKILLS, KNOWLEDGE &amp; COMPETENCIES (What you know, what you understand or are able to do...)</b></p> <ul style="list-style-type: none"> <li>To know who to</li> <li>To know how to</li> <li>To know how to</li> <li>To be able to ex</li> <li>To be able to create relationships</li> </ul>
Master of Entrepreneurial Thinking and Acting	<ul style="list-style-type: none"> <li>To be able to identify and leverage opportunities</li> <li>To be able to anticipate changes in the environment</li> <li>To be able to think creatively and originally</li> <li>To be able to cor</li> <li>To know how to e</li> </ul>
Master of Partner Understanding	<ul style="list-style-type: none"> <li>To know the aims</li> <li>To understand th</li> <li>To understand th</li> <li>To understand th</li> </ul>
Master of Resource Acquisition & Mobilisation	<ul style="list-style-type: none"> <li>To know knowled</li> <li>To know IP regulat</li> <li>To know what str</li> <li>To know the num</li> <li>To know scientific</li> <li>To know educati</li> </ul>
Master of Negotiation	<ul style="list-style-type: none"> <li>To be able to obt</li> <li>To be able to mobilise non-financial resources (e.g. infrastructure, equipment, people) for collaboration activities</li> <li>To know how to get resources to support knowledge transfer and engagement</li> </ul>
Master of Negotiation	<ul style="list-style-type: none"> <li>To be able to negotiate trade-offs and issues between collaboration partners</li> <li>To be able to negotiate reasonable goals between collaboration partners</li> <li>To be able to identify and secure collaboration from others to access knowledge</li> </ul>

**EXTERNAL ENGAGEMENT MASTRIES**

**SKILLS, KNOWLEDGE & COMPETENCIES (What you know, what you understand or are able to do...)**

**Which of the masteries would you like to improve on?**

**What could you proactively do to improve them?**

## 02. Focussing on organisation



# Internal assets

## Focussing on ORGANISATION



*Internal Assets* are comparative advantages and strengths of your organisation in terms of e.g.

- **Research** assets – research results, technology, inventions, IP, researchers, research groups
- **Educational** assets – LLL, MBA, programs, challenge-based education offerings, educators/mentors
- Support mechanisms **enabling external engagement**
  - Policies and incentive systems
  - Resources and infrastructure
  - Offices and personnel
  - Capacity building and promotional activities

# Internal assets

## Focussing on ORGANISATION

**What does your organisation offer? And how does it support you as a researcher?**

**What is the comparative advantage of your organisation?**

*Internal Assets* are comparative advantages and strengths of your organisation in terms of e.g.

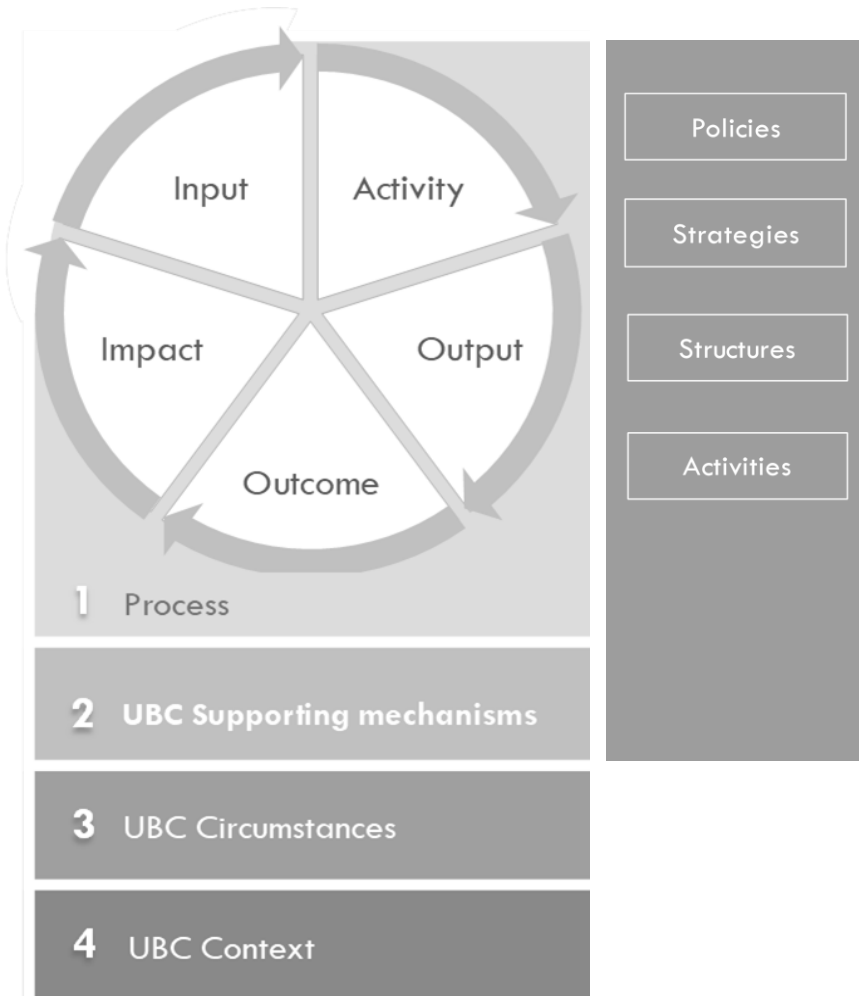
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  - Resources and infrastructure
  - Offices and personnel
  - Capacity building and promotional activities

**Valorisation // collaboration with external stakeholders is a peoples game!**

**A key success factor is finding the right people to work with**

# Supporting mechanisms

## Comparative advantages and strengths



*Supporting Mechanisms* are those elements that support stakeholders to engage in collaboration.

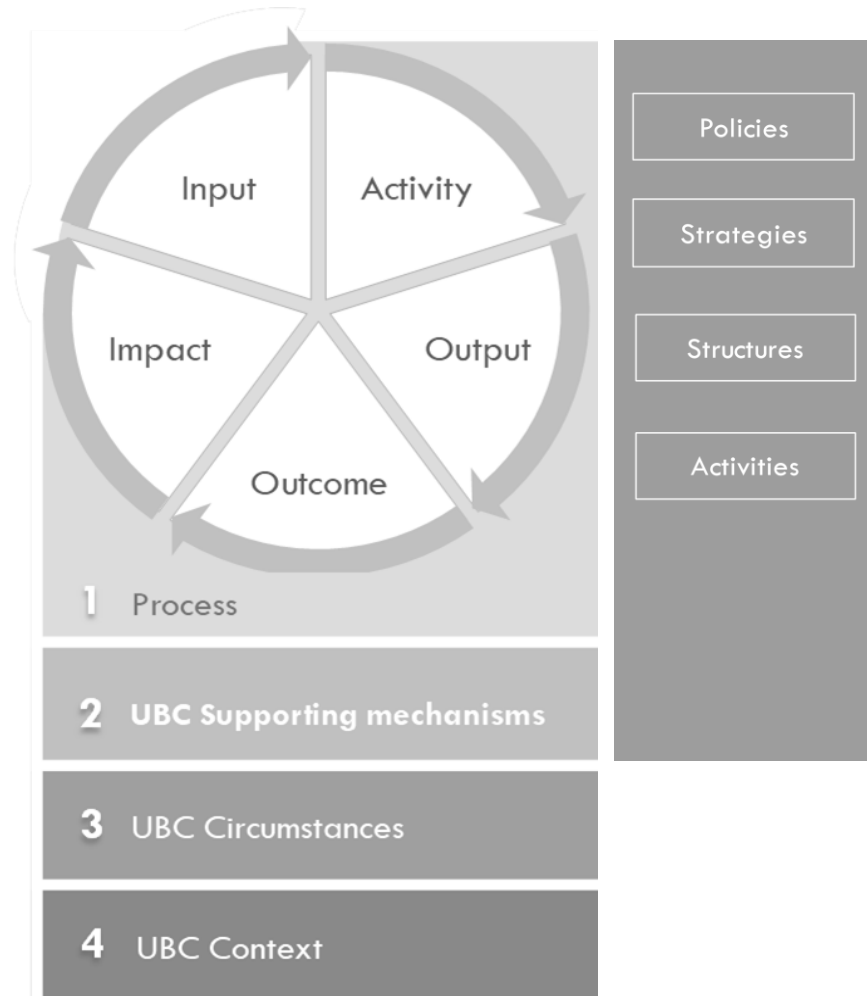
### Three types of supporting mechanisms

Supporting mechanisms can be characterized as

- I. Policies
- II. Strategies:
  - a. Documented paper strategies
  - b. Implementation and motivation strategies
- III. Structures & Approaches
  - a. Role based approaches
  - b. Collaboration agencies
- IV. Activities

# Supporting mechanisms

Comparative advantages and strengths






*Supporting Mechanisms* are those elements that support stakeholders to engage in collaboration.

Three types of supporting mechanisms  
Supporting mechanisms are defined as

**What does your organisation offer in terms of support for collaboration with external stakeholders?**

- I. Policies
- II. Strategies
  - a. Documented paper strategies
  - b. Informal strategies
- III. Structures & Approaches
  - a. Role based approaches
  - b. Collaboration agencies
- IV. Activities

# Key supporting mechanisms

Policies		Regional innovation policies	IP rights legislation for academic research discovery
		Policies positively supporting research collaboration between university and external partners	Public seed capital supporting collaboration initiatives
Strategies		Resources to support collaboration	Board member or vice rector <u>positions</u> for collaboration
		The reduction of teaching time for undertaking collaboration with external partners	The provision of <u>incentives</u> and recognition for academics to engage in collaboration
Structures		Personnel to support collaboration	<u>Adjunct positions</u> for business people
		Knowledge transfer and cooperation <u>agencies</u> dedicated to collaboration	Science / Technology Park <u>precincts</u> Co-working <u>spaces</u> accessible by externals
Activities		Networks dedicated to valorisation/collaboration (e.g. entrepreneurship network)	<u>Information sessions</u> and forums about collaboration
		<u>Entrepreneurship and commercialisation courses</u> offered to academics	Collaboration <u>activities</u> facilitating student interaction with external organisations

# ORGANISATIONAL ASSETS

## ORGANISATION IN FOCUS

WRITE HERE

Supporting Mechanisms



Describe the key organisational support mechanisms e.g. strategies, structures, activities.

WRITE HERE

WRITE HERE

WRITE HERE

**What are the strengths and weaknesses of your organisation for collaboration or valorisation?**

WRITE HERE

Talent

researchers/educators, role models/inspirations,

**Which of the organisational assets can you leverage for your collaboration or valorisation?**

WRITE HERE

Intellectual Assets

organisational assets in the organisations e.g. IP, technology, inventions, LLL programs.

## 03. External asset mapping



# External assets

## Comparative advantages and strengths

External/Regional Assets are the comparative advantages and strengths of the stakeholders active within your external ecosystem in terms e.g.

- research results, IP, researchers, research groups – **if university**
- or technology, IP, product or service etc. – **if company**

### Six types of external assets

- Physical resources
- Industrial resources
- Intellectual (scientific) resources
- Human resources
- Network resources
- Financial resources



# REGIONAL ASSETS

## REGION IN FOCUS

WRITE HERE

Physical resources



Describe the key regional assets e.g. Science / technology park, incubators, accelerators

WRITE HERE

Describe the key government departments responsible for this industry

WRITE HERE

**What are the strengths and weaknesses of your region for collaboration with external stakeholders or valorisation?**

WRITE HERE

Intellectual

**Which of the regional assets can you leverage for collaboration with external stakeholders or valorisation?**

WRITE HERE

Human resources

Describe the key talent in the region / nation e.g. Universities, Colleges, Schools

**Thank you  
Any Questions?**

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