



**i-Teams, Cambridge University  
Easter Term 2010  
(projects start March 15<sup>th</sup>)**

***Be part of an exciting team, learn about taking real technologies to market, strengthen your skills, and have fun!***

*“Our team was like a small company, working together to achieve a common goal.”*

*“i-Teams is one of the most entertaining and inspiring projects I have ever worked on. It has helped to reshape and direct my future career towards entrepreneurship”*

**Instructor:** Amy Mokady, Visiting Industrial Fellow, Computer Lab  
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**Time:** Mondays, 8-10.30PM

**Room:** Lecture Room 1, Institute for Manufacturing,  
West Cambridge site

## **Overview**

i-Teams allows entrepreneurial post-graduate students to work with real inventions to determine the best route for their commercialization, and present the results at CUTEC's annual Technology Ventures Conference.

Each i-Team will consist of up to 7 students from different disciplines and experience, and will work with a nominated University research project. The i-Team assesses the commercial prospects for the technology, by discussing the technology with real target customers in relevant industries. The teams are guided by the labs' Principal Investigators, the i-Teams Programme Director (Amy Mokady, an experienced local entrepreneur), and mentors from the local business community. Together we will identify suitable product markets, and define directions for future technology development, helping to drive the use of lab research in real-world applications.

Identifying the best path for commercializing a breakthrough technology is an iterative process, so the programme is designed with many small checkpoints. We expect that you will put forth hypotheses, test them, then go back and revise them based on customer input or other validations. At several points during the term, teams will have the opportunity to present snapshots of their progress, to get feedback from the other teams. At each step, the entire group will have the opportunity to review and challenge your hypothesis and conclusions, helping to ensure that the final report represents a well-justified analysis of the technology's commercial potential.

## **i-Teams Goal**

The goal of i-Teams is to explore, identify and analyze the commercial potential for your team's emerging, breakthrough technology. At the end of the term, your team will have identified the market(s) and application(s) with the most potential. It's also entirely acceptable for your team to come to a well-researched conclusion that there is no attractive market for the technology.

A key part of the i-Teams project involves finding contacts in relevant industries to gather real-world feedback on your ideas for applications for the technology. This will build and extend your existing network of contacts, as well as helping you to develop hands-on experience in talking to new people with a range of different backgrounds about your project. You will also gain experience in working in a team of people with different skills and experience to yourself.

Your final presentation will provide an overview of the competition, the most appropriate applications for your technology, and the next steps for moving forward. This analysis will be presented in the form of a power point presentation along with supporting materials, which could serve as the starting point for a subsequent team to develop a business plan or licensing programme.

Each team will make a presentation of their findings to a broader audience at the end of the term, and will have the opportunity to present their conclusions at the CUTEC Technology Ventures conference in June 2010.

## **Deliverables**

**Initial Presentation:** At the end of the second session, each team will make an informal verbal presentation to the other teams, introducing themselves and summarizing their project

**Mid-term Presentation:** The mid-term presentation will be 10-15 minutes long and is given to the other teams, their mentors and researchers, and an invited panel of 3 or 4 University and business experts. This will be your first powerpoint presentation and should include:

- Summary of your technology
- Market areas investigated
  - Applicability of technology to market areas
  - Any background information you have discovered so far
  - Companies or people you hope to speak to in each area
- Anything else you have found out!

**Customer Interviews and Analysis:** Perhaps the most critical aspect of the project will be identifying the market(s) that hold the most potential for the technology. To that end, contacting and interviewing potential customers in that market to determine their level of need for/interest in the product is critical. Each team will be expected to conduct a minimum of 10 customer interviews, which will be summarized in an appendix of the final presentation.

**Verbal Update Presentations:** At each i-Teams session, teams will update the group on their progress so far, including:

- Important or interesting findings (from market analysis or customer feedback)
  - Findings of direct relevance to the technology, eg key needs for a particular market as relayed by a customer,
  - Findings of more general applicability, eg we found customers were more forthcoming under the following circumstances
- Any roadblocks or hurdles that need to be resolved

These updates will usually be 5-10 minutes long

**Final Presentation:** The final presentation should be designed for an audience with no prior exposure to the technology. It will need to be short and to-the-point, covering in 10 minutes the following key aspects:

- Brief introduction to the technology and its key differentiators
- Review of markets analyzed
- Summary of results from different markets
- Recommendations on next steps

Each presentation will be followed by Q&A to defend the conclusions reached.

## **Schedule**

Each session will consist of a talk or presentation, followed by inter-team discussion and updates on the status of the projects, focusing in particular on problems experienced and how to address those.

<p>Meet the PIs 8pm <b>March 15th</b></p>	<p><b>Introduction to i-Teams</b> Teams meet each other and their PIs, and learn about their technology</p>
<p>i-Teams session 1 8pm-10.30pm Apr.19th</p>	<p><b>Getting started:</b> Assessing target markets and finding relevant contacts – this session provides the tools to get started on your projects</p> <p><b>Team brainstorming session:</b> Brainstorming session in individual teams to generate ideas for applications and uses of the technology</p> <p><b>Actions:</b> Start to assign tasks between team members, based on each person's knowledge and experience. Exchange contact details! Agree times for weekly meetings with team mentors/PIs/Amy as appropriate.</p>
<p>i-Teams session 2 8pm-10.30pm Apr.26th</p>	<p><b>Guest Speaker:</b> Dr. Paul Heffernan - Team and time management techniques to help the projects run smoothly</p> <p><b>Team input (verbal):</b></p> <ol style="list-style-type: none"> <li>1. A short elevator pitch for your product/technology, that you can use for calling industry contacts - this should talk about the <b>benefits</b> your product brings, and the problem it solves, rather than the details of the technology. You should be able to catch their attention in the first few sentences!</li> <li>2. Results of your brainstorming so far about target markets</li> </ol> <p>Before the next group session, each team must meet with their PI to identify which of their market applications are technically feasible, and contact at least 3 people in relevant industries</p>
<p>Team meetings 8pm May 3rd</p>	<p>Individual team meetings</p>
<p>i-Teams session 3 8pm-10.30pm May 10th</p> <p><b>To be attended by a panel of 3 external commercial experts</b></p>	<p><b>Mid-term presentations</b></p> <p>Powerpoint slides – up to 15 minutes to present, 15 minutes for questions – to include:</p> <ol style="list-style-type: none"> <li>1. A summary of your product/technology and its benefits</li> <li>2. The target markets or routes to market you are investigating for your product (expect questions from the group as to why you are looking at those particular ones, and further application ideas from other students...)</li> <li>3. A list of companies you would like to contact, and who you'd like to</li> </ol>

	<p>contact in them (names if possible, otherwise descriptions of roles) - this is where the teams may be able to help each other find good people to talk to</p> <p><b>Discussion of presentation skills</b></p>
<p>i-Teams session 4 8pm-10.30pm May 17th</p>	<p><b>Guest Entrepreneur Speaker</b> <b>Dr. Jonathan Milner, Founder and CEO, AbCam plc</b></p> <p>Understanding the Customer - the importance of customer feedback (including some real world examples)</p> <p><b>Team input (verbal):</b></p> <ol style="list-style-type: none"> <li>1. Further ideas for target markets</li> <li>2. Feedback from technical meeting with PI to assess which market applications are technologically feasible</li> <li>3. Feedback from customer discussions, including problems encountered, as well as any discussions that gave good feedback</li> </ol> <p>We will discuss approaches to external people and how to get the best information from them</p>
<p>Team meetings 8pm May 24th</p>	<p><b>Guest Speaker:</b> Dr Richard Jennings from Cambridge Enterprise - A brief introduction to intellectual property and methods of protecting it.</p> <p><b>Team updates (5 minute verbal updates) and team meetings</b></p>
<p>i-Teams session 5 8pm-10.30pm May 31st</p>	<p>Individual team meetings</p>
<p>i-Teams session 6 8pm-10.30pm Jun.7th</p>	<p><b>How to conclude your i-Teams project</b></p> <ul style="list-style-type: none"> <li>* Selecting the best application for a technology</li> <li>* What features can be compared</li> <li>* What are the routes to market for each application</li> </ul> <p><b>Team input (powerpoint slides):</b> This should be a first draft of each team's final presentation, which should also highlight the tasks remaining before the final presentation session</p> <p><b>Further discussion of presentation skills</b></p>
<p>Team meetings 8pm Jun.14th</p>	<p>Individual team meetings</p>
<p>Final presentations 6.30pm – 9pm University Centre Jun.17th <b>(THURSDAY)</b></p>	<p><b>Final presentations:</b> Teams present their results and recommend next steps for their projects</p> <p>Team members, mentors, PIs and a number of invited guests from the University and local business community will attend this presentation</p>

<b>Presentation at CUTEC conference</b> June 10 <sup>th</sup> 2010	Teams present posters and give 2 minute summaries to the conference audience
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Teams will be responsible for arranging team meetings at other times.

## **Acknowledgements**

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i-teams course materials have been derived from those used by Ken Zolot at MIT.

Thanks to support from Ken Zolot and Ken Morse of the MIT Entrepreneurship Center, Krisztina Holly of the MIT Deshpande Center, the Cambridge-MIT Institute, the Institute for Manufacturing at Cambridge University and CUTEC.

Thanks to our sponsors:

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