

STP project :

**Business Plan  
and  
Innovation Strategy Development  
in a Public Research Institute**

Božidar Etlinger

Rudjer Boskovic Institute

Ministry of Science and Technology(2001-2004) &  
Ministry of Science, Education and Sport (2004-2007; 2007- ...):

**S T P**

**Science & Technology  
Program**

**PREPARATION 2002 - 2004**

**S T P**

**Science & Technology Program**

PREPARATION 2002 - 2005

start

Signed by MSES

?

Signed by RBI

t i m e





# **COMMERCIALIZATION**

**of RBI**

**START: March 2002**

**International group of experts evaluated  
commercial potential of RBI**

**(Collaboration between Croatian  
Government and World Bank)**

2002 – 2004

# BUSINESS PLANS(individual)

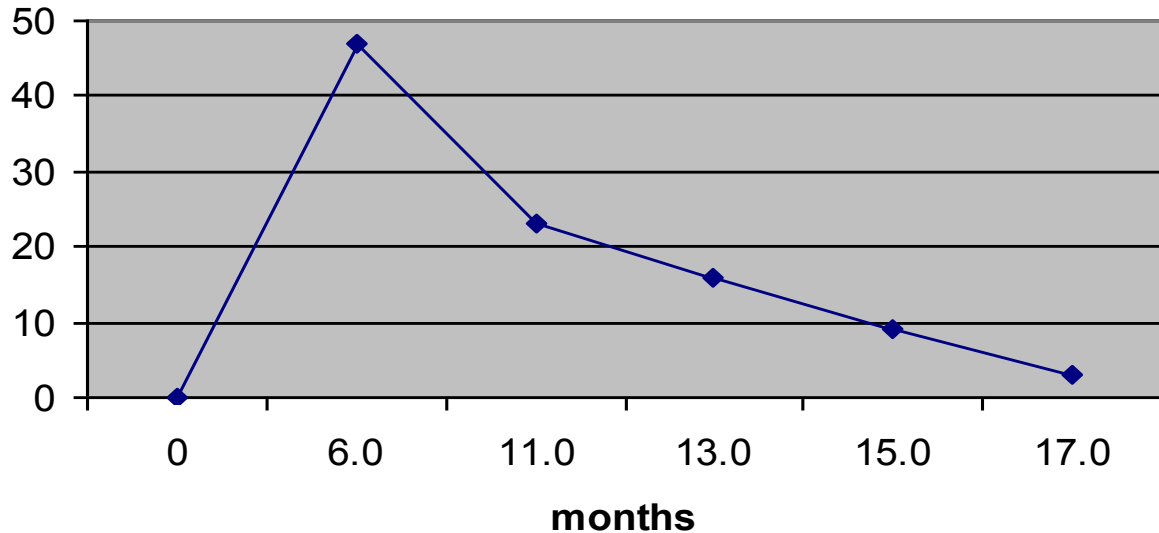
INTRODUCTION

EDUCATION

LEARNING

02

**Business Plans**



04



**2002 – 2004**

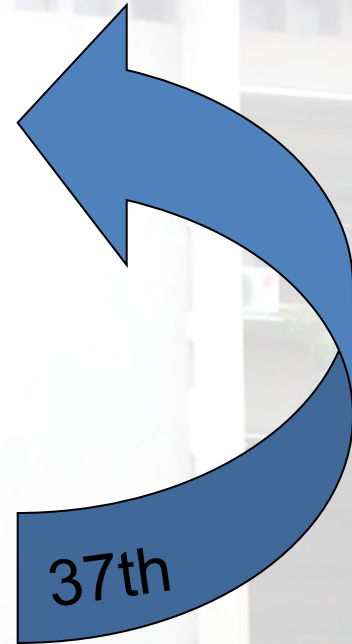
INTRODUCTION

EDUCATION

LEARNING

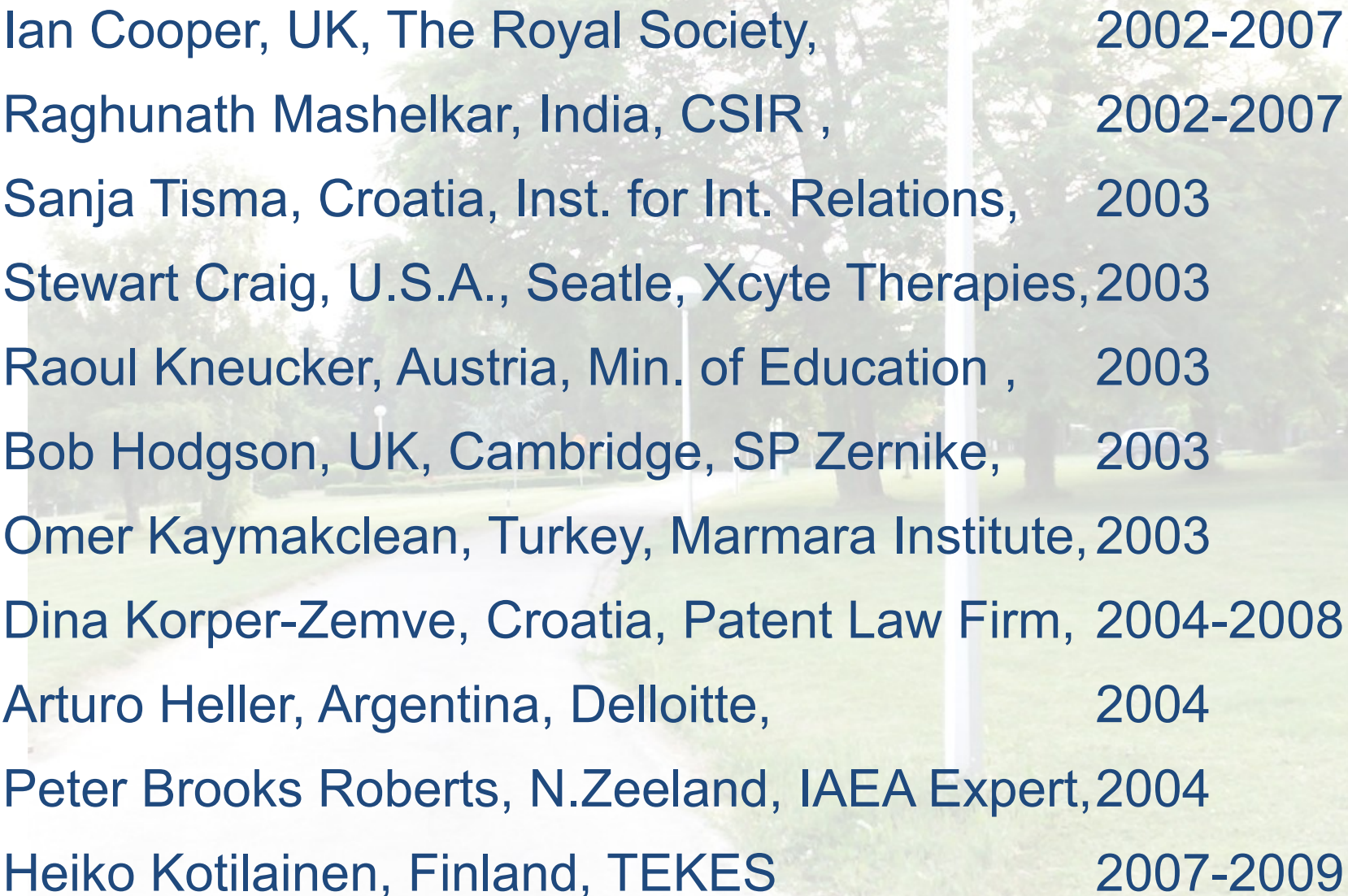
**BUSINESS PLAN**

(big for all RBI)



(mostly financed by Loan with WB)

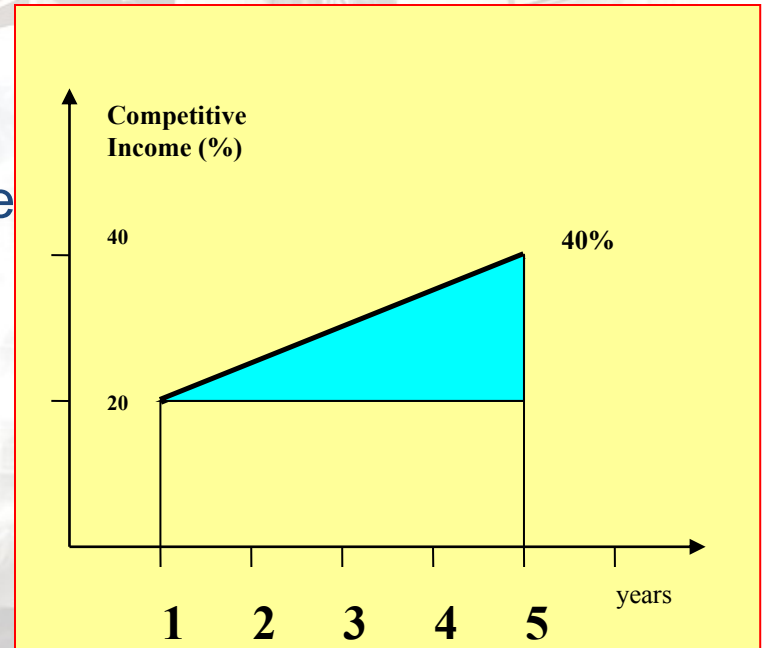
## ADVISERS & INSTRUCTORS:



Ian Cooper, UK, The Royal Society,	2002-2007
Raghunath Mashelkar, India, CSIR ,	2002-2007
Sanja Tisma, Croatia, Inst. for Int. Relations,	2003
Stewart Craig, U.S.A., Seattle, Xcyte Therapies,	2003
Raoul Kneucker, Austria, Min. of Education ,	2003
Bob Hodgson, UK, Cambridge, SP Zernike,	2003
Omer Kaymakclean, Turkey, Marmara Institute,	2003
Dina Korper-Zemve, Croatia, Patent Law Firm,	2004-2008
Arturo Heller, Argentina, Delloitte,	2004
Peter Brooks Roberts, N.Zeeland, IAEA Expert,	2004
Heiko Kotilainen, Finland, TEKES	2007-2009

# Science & Technology Program

Ministry of science ...  
Brodarski Institute (Maritime Institute)  
BICRO (Business Innovation Centre)  
**Rudjer Boskovic Institute**  
**Preparation of Business Plan**  
**Office for technology transfer**  
**Projecting (matrix)**  
**organization**  
**Introduction of MIS**  
**Growth of competitive income**  
**to 40%**  
**Business procedures**  
**Patent & IP procedures**





## **SPRING – AUTUM 2004**

**RBI's Business Plan (37<sup>th</sup> version) got positive audits:**

Faculty of Economics Zagreb,

Ministry of Science...

World Bank,

Croatian Bank for Reconstr. & Development,

IAEA (Dr.Peter Brookes Roberts, New Zeland)

## **SEPTEMBER 2004**

RBI's Scientific Council decline BP,

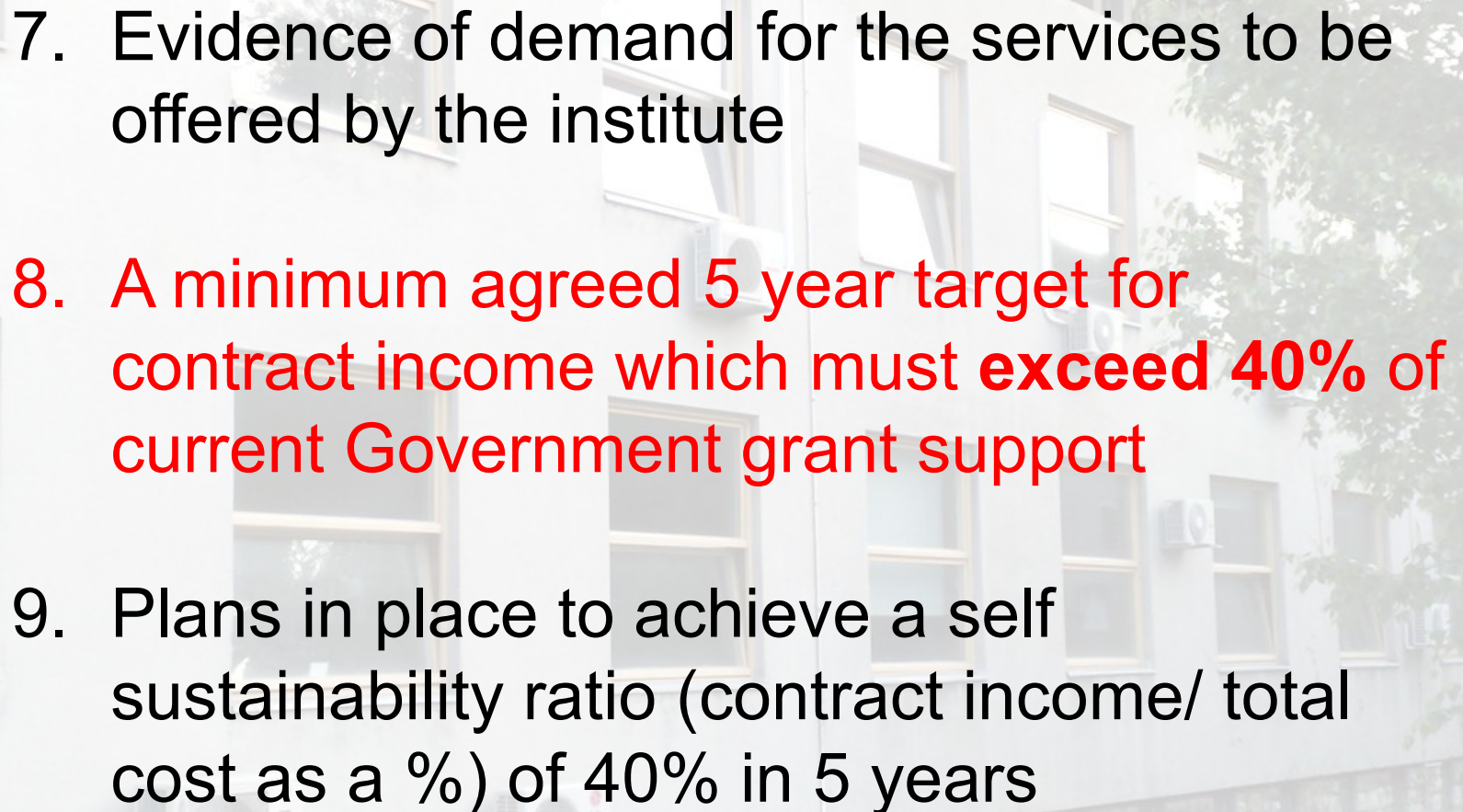
“Referendum” 90% scientific staff against

1. A clear and relevant vision, mission, objectives and strategy for the institute
2. **A completed business plan to the agreed template, which demonstrates long-term sustainability.**
3. Viable financial projections for a **period of 5 years** from the date of application to the program.

[http://www.mzt.hr/mzt/hrv/djelatnosti/tehnolog/Entry\\_Criteria\\_19\\_10\\_02.pdf](http://www.mzt.hr/mzt/hrv/djelatnosti/tehnolog/Entry_Criteria_19_10_02.pdf)

WB – MST OCTOBER 2002

4. A audit by international experts of the quality of the work produced by the institute and its staff
5. A demonstration of active and effective leadership
6. Sound Governance which demonstrates independence from any organization, group or vested interest and which can show expertise in areas relevant to the future work of the institute

- 
7. Evidence of demand for the services to be offered by the institute
  8. A minimum agreed 5 year target for contract income which must **exceed 40%** of current Government grant support
  9. Plans in place to achieve a self sustainability ratio (contract income/ total cost as a %) of 40% in 5 years

<http://www.mzt.hr/>

10. Plan in place to develop, protect and exploit intellectual property (IPR)

11. Plans in place to reduce support costs in 3 years equivalent to international best practice when benchmarked against equivalent European R&D organizations

<http://www.mzt.hr/>

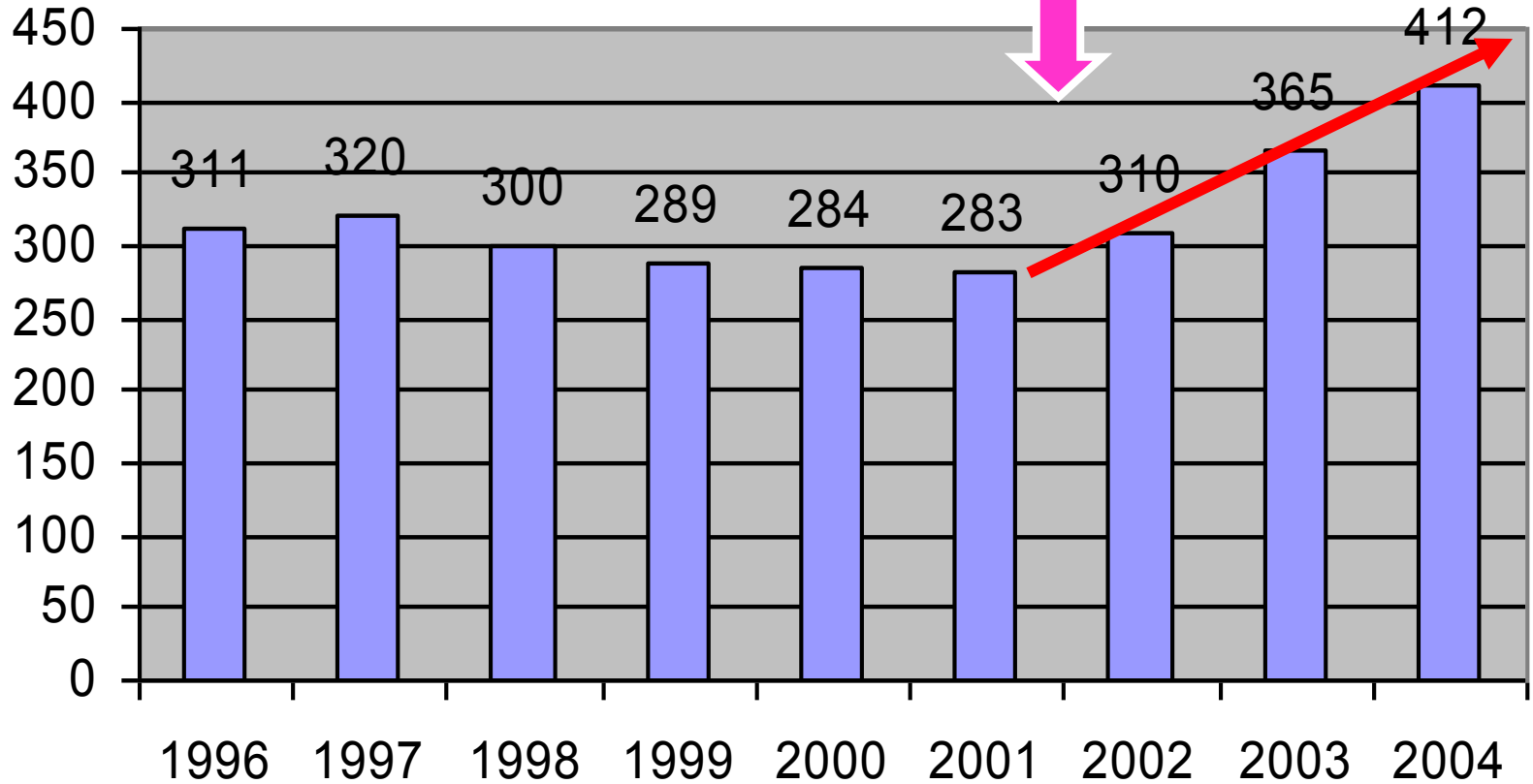
12. Plans in place to achieve business, HR, commercial, marketing and financial systems and processes to international best practice standards within 2 years.

13. Plans in place to achieve quality standards to equivalent of ISO 9001 within 3 years

14. A training plan in place which demonstrates how the institute will develop the skills of existing staff

# CC publication

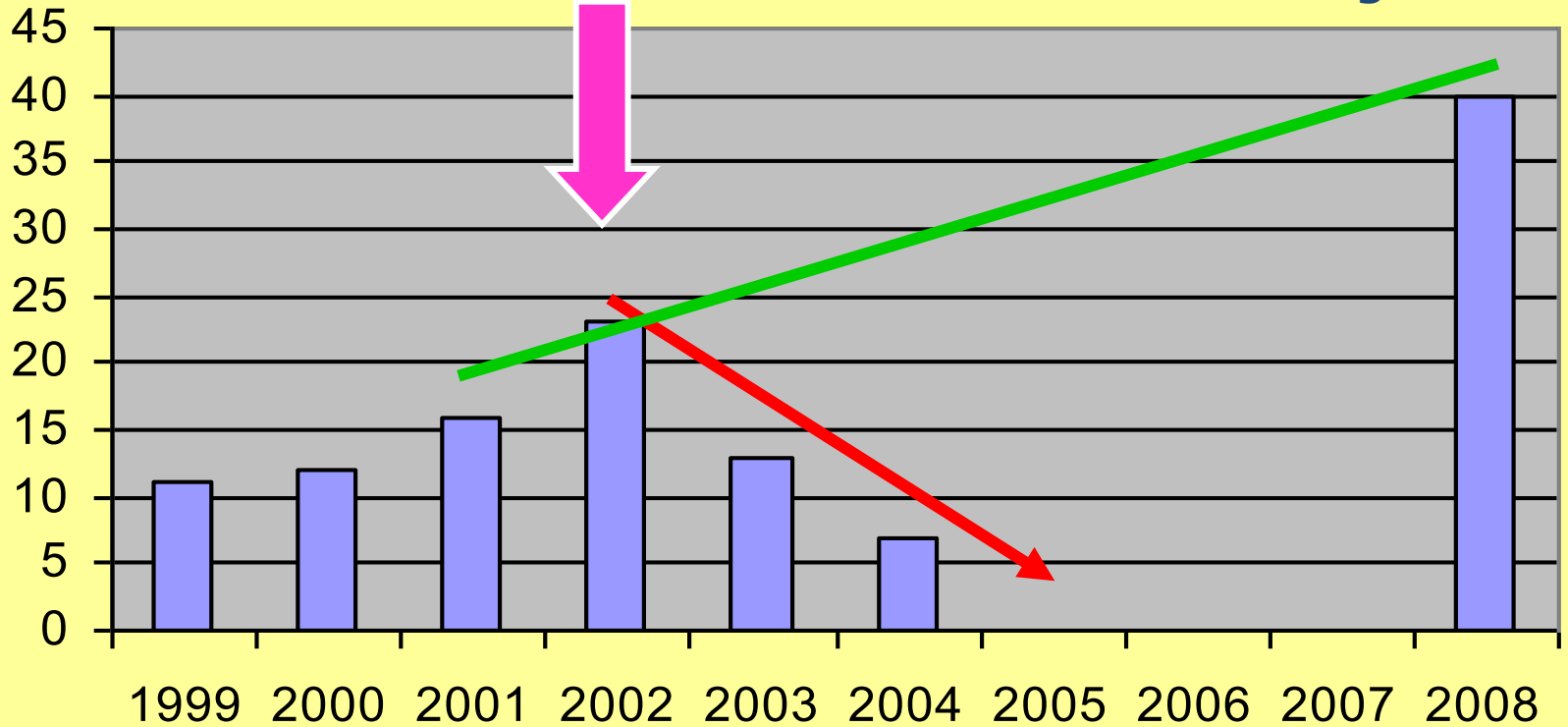
STP



# Commercial income (%)

**STP**

**Target 40%**





**2005 BIOZYNE (25%)**

**04**

**???**

**2006**

**06**

**JEZGRA I3 (15%)**

**CHIRALLICA (15%)**

**RUDJER INNOVATIONS (100%)**

(% - owned by RBI )



**06**

March 30, Rudjer Innovation established



**07**

March- June 2007 – First employees  
of Rudjer Innovations Ltd.



**08**

Seven employees - staff completed

RBI & others

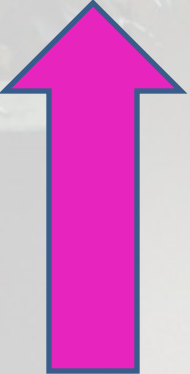
Exclusivity RBI

RI Ltd.

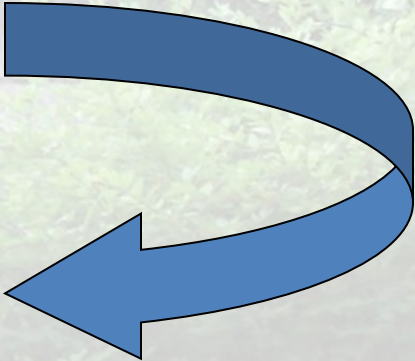
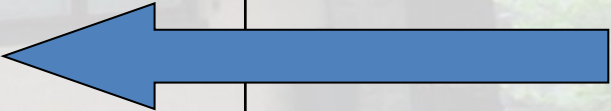
IP proposals

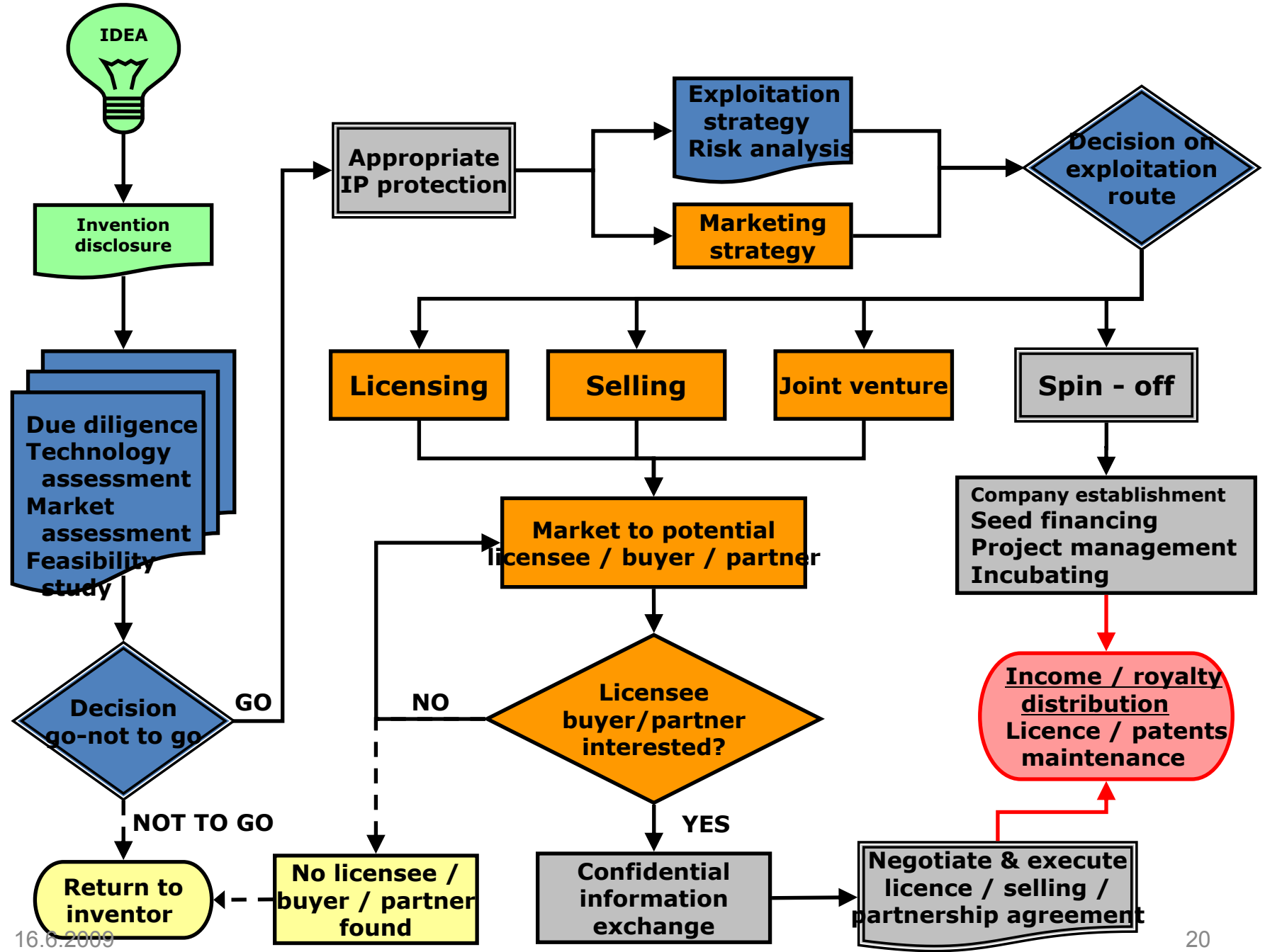
offers

accepted



authors





# RUDJER INNOVATIONS Ltd

Until today **92 proposals, 80 still actual**

Among them **32 patents filling**

**1 patent granted**

**7 licences**

**5 spin-offs**

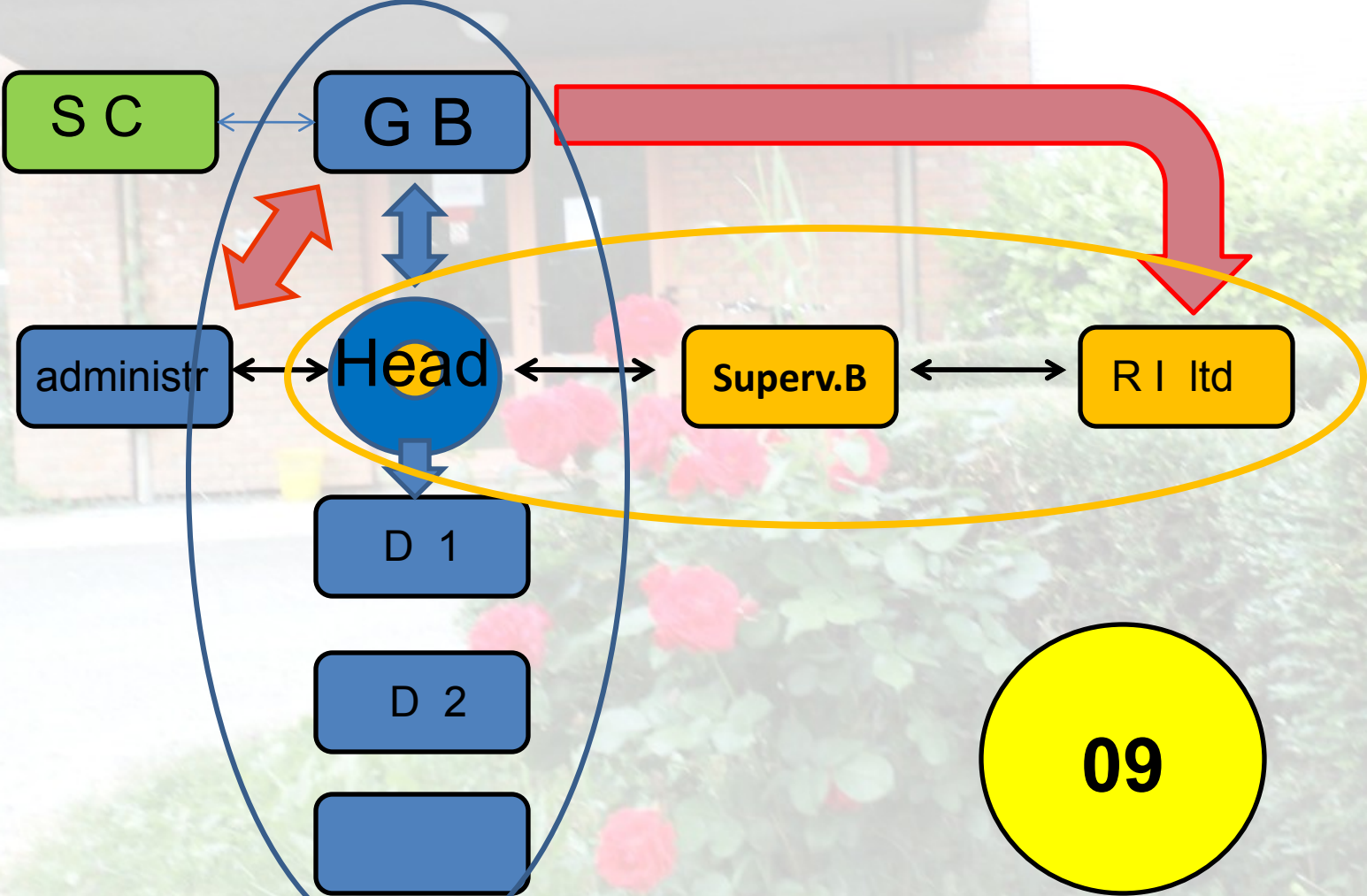
**(1 in preparation)**

## IN near FUTURE

**For promotion: CC papers, impact factor**

**But also:** patents (selling patent filling),  
license,  
know how,  
creativity (new equipments),  
financial effects (big incomes),  
fp7, NATO, Eureka, IPA...

and very important: **no bypass of competence**





Thank you