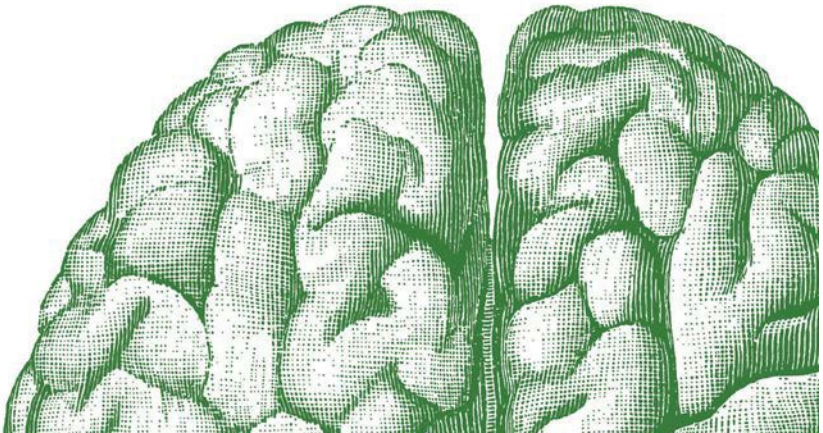
UNIVERSITY OF SASKATCHEWAN
Innovation
Mobilization
and Partnerships
OFFICE OF THE VICE-PRESIDENT RESEARCH
RESEARCH.USASK.CA

Turning ideas into solutions

Innovator's Guide



Contents

I. The purpose of this guide

This guide has been prepared as a tool to help innovators within our University of Saskatchewan (USask) community learn more about the process of protecting and mobilizing the results of the innovative work you are doing. A campus innovator can be anyone, from a student to staff to a faculty member, because we believe good ideas can come from anywhere. This guide is intended to answer questions around innovation development, and to prepare you for a conversation with Research Excellence and Innovation.

II. Who is REI?

Research Excellence and Innovation (REI) is a unit within the Office of the Vice-President of Research at USask. From a practical perspective, we are the unit on campus responsible to help with mobilization and value realization for campus innovations. That means idea and innovation development - everything from entrepreneurship and start-ups to patenting and licensing.

Our mission at REI is to work relentlessly to create significant, sustainable, and measurable value – for our society, our economy, and our environment – by leveraging the combined intellect of everyone within the USask community.

A. Why work with us?

We can assist and engage in taking your work to the next level. Working with REI to develop your innovations benefits not only your programs but society at large. We want to work with you early in the process of developing your innovation, because that is the best way to realize the value for you, the University and society. Speaking to us early allows us to advise you on how to meet your goals as an innovator, and to make sure we build familiarity with your work so that we can anticipate the resources that may be required to develop it down the road. We also have proof of concept funds available to you, which we invest to aid in prototyping or other work that helps you advance toward commercialization. Working with us can help you:

- **Create impact** – your innovation could have the potential to create a positive impact. REI seeks to create value for a sustainable future, and you are a fundamental source of knowledge-intensive solutions to address challenges in our society, economy and environment.
- **Build networks** – REI can help you access and grow local and international networks, including connections to business resources and leading start-up incubators and accelerators.
- **Protect your intellectual property (IP) –** if you speak to us about your idea or innovation early, before making any publication or presentation, we can provide strategies to help balance your desire to share information about your innovation with peers or in publications, but to also protect it for commercial purposes if that is your wish.
- **Take ownership of intellectual property –** At USask, terms within collective bargaining agreements specify that the University is the first owner of IP created using University resources, but we embrace inventor ownership of IP and rapidly assign ownership to inventors after disclosure, if the IP is not encumbered by existing sponsored research contracts. For more information on our approach to managing IP ownership and the principles that guide this work at USask, see the Inventions Management and Enterprise Creation Framework included in this guide.
- **Trigger new funding and achieve self-reward** – royalties gained through profitably licensing your innovation to industry could be used to fund future research. Developing connections with industry that are potential licensees could also trigger funding in the form of research or collaboration agreements. Also, a fruitful license agreement or shares in a flourishing start up-company may bring you some financial returns.

B. What does innovation and entrepreneurship mean to us?

We see an innovation as a new idea or invention that has demonstrated value and impact, within our campus community or in society at large. This could be a scientific invention, or a knowledge-based product or process that contributes to creating sustainable economic growth or social well-being.

All of these pursuits are entrepreneurial in nature, in the sense that success requires a positive perspective with focus on solutions for real-world problems. In this way, innovation development demands enthusiasm, creativity, energy, and a result-oriented method.

REI helps innovators transform their ideas into solutions by working together with you to apply entrepreneurial thinking to the process of developing your innovation and bringing it out into the world.

C. Innovation development support services

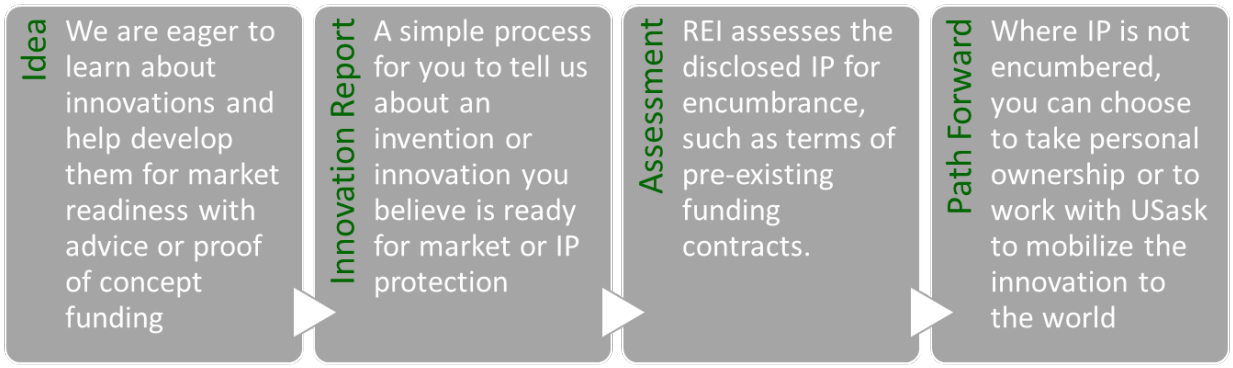
At REI, our experts have broad experience in academia, industry, and networks in the stakeholder community, enabling us to provide relevant direction and advice at all stages of innovation development and commercialization. We offer learning and innovation tools and support programs, help for key business operations functions, and finance and legal services and support.

D. Startup support services

REI is home to Opus, the USask technology startup incubator. Opus is built for aspiring entrepreneurs who are current USask students, staff, faculty, or recent alumni and have a technology in a STEM-related field. Designed as a pre-accelerator program to support the unique needs of USask founders, Opus provides access to programming, infrastructure, and a network of mentors, coaches, and innovation advisors to help build successful ventures on campus. www.opus.usask.ca.

III. The innovation development process

The figure below is an example of the steps in this process. Although this is represented as a linear progression, in practice it can – and should – involve iterations and feedback loops.



Idea

The ideation phase of development could occur over weeks or years and is virtually always iterative. In fact, as innovations and businesses grow, foundational ideas continue to evolve and pivot. At REI, we are eager to learn about your ideas and research questions as early as you wish to share them. In the early stages of work on a new idea, we can help you understand what factors may be important going forward in terms of developing commercial potential, if that is important to you. We can also provide proof of concept funds and help you identify other funding sources.

Innovation Report

An Innovation Report (IR) is requested from you or prepared in cooperation with you. Up until this point, we have been working together with you to understand your idea as it matures and develops; an IR is the outcome of that work. This is the doorway to mobilizing an innovation for external value creation.

The IR will document details such as names of inventors, a summary of the innovation, and the source of funding used to develop it. Using an IR to report your innovation to REI is important for several reasons. Terms of employment for paid staff and faculty require this be done, for one. The IR is also the basic information REI needs to facilitate your choice in how you want to mobilize your innovation.

Assessment

At this stage a deeper dive on funding sources is conducted to ensure REI can offer inventors the choice to take personal ownership of disclosed IP. Because collective bargaining agreements and employment terms set the University as the first owner of IP, if an inventor chooses to take personal ownership and direct commercialization efforts independent of the University, REI must first ensure the IP is fully ours to transfer. This will not be the case, for example, if there exists a sponsored research contract that promises IP developed to the sponsor.

Path Forward

Where IP is assessed to be unencumbered, REI guides the inventor through the pros and cons of choosing between personal ownership of IP and independent commercialization or choosing to leave the IP with the University and working with REI to commercialize it.

IV. FAQs

A. What is the difference between an innovation and an invention?

An innovation can be any discovery, research result or novel knowledge-based process or product. An invention is a specific kind of innovation that is patentable. Not all innovations meet the patentability test, but these can still be of value, and can even be protected using other intellectual property protection strategies. See “What is patentable?” below to learn more about patentability. So, not all innovations are inventions, but all inventions are innovations.

B. What are intellectual property rights?

Intellectual property (IP) rights are the commercial rights to ideas, inventions, and creations of the mind. This refers to intangible creations. For example, the intellectual property is not the portrait, but the right to reproduce the image. It is not the pill you swallow, but the formula for creating it. It is not the shoes you wear, but the brand name and logo attached to them.

Intellectual property rights provide you the right to prevent others from using the property; and the right to protect the integrity of the property. Just like other forms of property, intellectual property rights can be bought and sold. The most common types of IP encountered at USask are copyright, trademark, plant breeders’ rights and patents. Read more below about each of these. Other types of IP include industrial design rights and rights to geographic indications.

C. What is copyright?

Copyright is a limited-time legal right granted to the creator or creators of an original work for the exclusive rights to its use and distribution. Copyright protects original artistic, dramatic, musical, and literary creations from being copied, broadcast, or performed without permission. Copyright attaches upon creation, but it can be protected further with registration. Copyright also includes moral rights, such as giving an artist the right to object to her statue being incorporated into a holiday display, for example. There are limited exceptions to copyright, where fair dealing is applied to review the work, report on it, or to use it for scholarship and teaching.

USask respects the right of faculty members to own copyright in their publications and other works created in the course of their duties. The exception is for those works created at the request or direction of the University, such as administrative or publicity material. Copyright for such materials created by an employee in the regular course of their duties remains with the University as the employer.

D. What is a trademark?

Trademarks are symbols, words, logos, or shapes that differentiate a product or service from its competitors. Running shoe companies are differentiated by their names (Adidas, Nike) as well as by their logos (the three stripes, the “swoosh”). The shape of Coca-Cola bottles helps consumers visually identify their products. There are also official, geographic or certification marks that help identify products as having certain qualities. Trademarks protect consumers from mistakenly purchasing the wrong products, and they protect businesses from having competitors take advantage of their advertising and goodwill.

E. What are plant breeders' rights?

Plant breeders' rights are also known as plant variety rights. These are rights granted to the breeder of a new variety of plant that provide exclusive control over any material used to propagate the plant (including seed, cuttings, divisions, tissue culture) and harvested materials (cut flowers, fruit, foliage). The breeder can choose to be the exclusive marketer of the variety, or to license the variety to others. In order to be protectable under plant breeders' rights, the variety must be:

- New – it has not been commercialized more than one year in the country ofprotection.
- Distinct – it differs from all other known varieties by one or more important characteristic (e.g. height, color, etc.)
- Uniform – plant characteristics must be consistent from plant to plant within thevariety.
- Stable – characteristics are genetically fixed, meaning they remain the same generation to generation.

F. What is a patent?

A patent is a tool to protect the intellectual property rights of an invention. The patent grants its owner the exclusive right to exploiting a discovery or an innovation. As a market tool, a patent can prevent third parties from marketing a patented idea for at least 20 years. Patents or patent applications can also be important in generating interest from possible industry collaborators or funding partners as we work to advance the development of your innovation.

G. What is patentable?

Patent laws typically require that, for an invention to be patentable, it must be:

- Patentable subject matter - scientific theories, mathematical methods, plant and animal species and inventions which are illegal or immoral, are all excluded from patent protection.
- Novel – at least some aspect of it must be new; if it was known to the public before an application is filed, it does not meet this test and cannot be patented. Improvements to existing patented inventions can sometimes be patented, however.
- Non-obvious or have an inventive step – asks whether the invention is an adequate distance beyond or above the "state of the art". An invention could be determined obvious if someone "skilled in the art" – an expert in the area – would consider it an obvious step beyond what is already known.
- Practicable – to be patentable, the invention must, within reason, be able to be practiced. This doctrine prevents the patenting of fantastic or hypothetical devices. In Canada, patents are only granted for physical embodiments of an idea, or a process that results in something that is tangible or can be sold. In the US, an invention must provide some identifiable benefit and be capable of use. In the EU, patent law requires that an invention must have "industrial applicability".

H. What is the cost of a patent and who pays for it?

The cost of a patent depends largely on where, geographically, protection is desired. Early protection can cost $5000 or less but is able only to protect your idea for 12 to 18 months so that you can develop it further before making more costly decisions. To go through all of the steps required to patent an invention in multiple countries, the process can take a number of years and cost hundreds of thousands of dollars. A solid patent strategy is recommended before applying for a patent.

REI's experts aid with IP strategy. For innovations commercialized by the University on behalf of inventors, USask pays the patent costs. If an inventor chooses to take personal ownership of IP, patent costs are paid by the inventor. If the patent rights are licensed to a company, paying ongoing patent fees is often the responsibility of the company.

I. Who is legally an inventor?

Although we speak generally of innovations as encompassing many kinds of intellectual property, when considering patenting, inventorship is a legal concept dictated under international patent law.

An inventor is someone who contributes to the conception of at least one of the inventive claims of the patent. When two or more individuals collaborate on the conception of the invention, they are joint inventors. To be a joint inventor, a person must be in some way responsible for at least a portion of the claimed invention, even by reducing it to practice or perhaps through problem solving that allows the invention to work or improves it.

In contrast, an individual whose efforts are directed to the verification or testing, rather than to the conception of the invention, is not an inventor. Incorrectly naming inventors can cause a granted patent to be invalidated, so it is critically important to understand inventorship and represent it accurately when applying for a patent. We will help with this at the Innovation Report stage.

It is also worth noting how inventorship differs from concepts of ownership and authorship. Ownership of a patent can be dictated by contract. This can be accomplished by way of an employment agreement or through an assignment agreement. Ownership can also be agreed upon in advance of an invention being made, as is often the case when research is funded by an industry partner.

Inventorship however is a legal conclusion that cannot be determined in advance or modified by legal agreements. Academic authorship is also distinct from inventorship in that authorship is commonly attributed to any persons who contributed to the work, for example in designing or performing experiments or in writing the manuscript. Not all authors listed on an academic publication necessarily meet the requirements for inventorship.

J. Who owns inventions created at USask?

USask and the University of Saskatchewan Faculty Association (USFA) have agreed that the University has the first right to own and commercialize any invention created by faculty members on campus in the course of their employment. This applies generally to all paid employees creating IP in the course of their duties and using University resources. IP generated by undergraduate students is often an exception – this typically belongs to the creator.

In practice, USask embraces inventor ownership of IP and operates on an inventor-choice model where ownership of disclosed IP that is unencumbered by pre-existing contracts is rapidly assigned to inventors wishing to take personal ownership.

Inventors may also choose to leave ownership of unencumbered IP with the University for potential commercialization.

K. Considerations with respect to personal vs institution IP ownership

REI is available to inventors who elect to work with USask to commercialize their inventions on their behalf. Some details pertaining to commercializing together with USask include:

- USask pays all patent costs and works with patent counsel to help the inventor file and maintain patents
- USask conducts business development activities to find industry partners who wish to sell the product or service invented

- After patent and business development costs are covered, any revenue that comes back to the University is shared 50/50 with inventors

Supports such as a startup incubator (www.opus.usask.ca) are available for inventors that choose to take personal ownership of unencumbered IP and to commercialize independently. Some considerations pertaining to commercializing as an independent inventor or inventors include:

- Inventors are empowered to make independent commercialization decisions
- Inventors do not owe the University a share of commercialization revenue
- Inventors are encouraged choose and work with patent or other legal counsel, and should budget for these costs
- Inventions are, by law, co-owned equally by co-inventors, who should agree on plans to commercialize and share revenue using legal instruments as recommended by their counsel

L. Trends in institution-owned vs inventor-owned IP

There are many institutions around the world and in Canada with inventor-owned IP policies. The most notable in Canada is the University of Waterloo, which is recognized as anchoring Canada's largest density of start-up and entrepreneurial ventures. This is most frequently attributed to the University of Waterloo's IP policy. The most oft-cited benefit of this type of policy is that it incentivizes IP creators to drive commercialization forward themselves.

In inventor-owned models, University commercialization offices are available to aid in commercialization on the condition that the IP is assigned to the University, and a share in profits is satisfactorily negotiated. This incentivizes the University commercialization unit to provide high quality service, because inventors are not bound to work with them by policy, only by choice, so the unit is subject to market forces and customer satisfaction measures. Inventor-owned policies are touted as useful recruitment and retention tools for entrepreneurial faculty and researchers.

Some of the challenges in an inventor-owned model are that IP created and owned by inventors who are not entrepreneurial may languish, and that licensing is often difficult because potential licensees must negotiate with individual inventors and are not guaranteed the inventor has experience in these types of transactions.

Many studies have been conducted comparing the two models, and it remains difficult to find one that concludes one system is materially better than the other. Depending on the measure of success considered one or the other may fare better with respect to out-licensing, revenue back to the institution, economic benefit to the region, sheer numbers of start-ups, or numbers of successful start-ups. What becomes clear is that value can be generated for all parties under both systems, and the most critical factor is always the human factor – that the people working within the system use policy to drive value creation on a case by case basis, using the tools available in a creative and entrepreneurial manner that is informed by business-thinking.

M. What is a license?

A license is an agreement between the owner of the intellectual property (not necessarily the creator, as those rights may have been transferred or assigned to someone else), and somebody who wishes to use the intellectual property in some manner. For example, a license does not describe what happens when you buy a book, but a license is what happens when the author agrees to sell the movie rights to the story.

A license agreement will typically set out precise parameters of what can and cannot be done with the intellectual property. For example, a license agreement for a patent might set out the field of use (animal health but not human health); the geographic location (North America but not Europe); whether the licensee has exclusive use of the invention, or whether others are also allowed to use it (exclusive or

non-exclusive and whether the license can be sublicensed); and how much the owner of the intellectual property is getting paid for allowing the other party to use the patented invention. A license is different from an assignment. An assignment is like a sale or transfer of the intellectual property; a license is like a rental – the licensee gets to use the property under certain conditions, but after the agreement terminates, ownership of the intellectual property reverts to the licensor.

N. Confidentiality and Material Transfer Agreements – What should I do if asked for one?

These are often referred to as "CDAs" (confidential disclosure) and "MTAs" (material transfer) agreements. Some organizations use the term "NDA" (non-disclosure agreement) instead of CDA.

A confidentiality agreement is a legal contract between two or more parties that outlines information they wish to share with one another, but not with anyone else. This can be important to protect your intellectual property and can also ensure that when you discuss it with the other party, it will not be considered a public disclosure.

Material transfer agreements govern the transfer of tangible research materials between organizations. It is important to have an MTA in place when receiving or providing research materials to prevent disagreements or legal issues around the intended use.

It is important that you contact REI if these or other types of legal agreements are requested from you, because we can aid in negotiations, and we also take care of routing agreements for signature by the appropriate people who are authorized to sign on behalf of the University.

Please note that you can put yourself at risk by personally signing a legal agreement if you are not authorized to do so, and this can in fact invalidate the agreement.

O. What if I've already published or presented my innovation?

The largest risk to the protection of innovations is the hasty publication of research results. If the ability to protect IP is lost, it can prevent valuable solutions from ever reaching the people that need them. Please consult REI for more information if you have already published or presented your innovation. Consultations are confidential and can assist us in together understanding possible paths forward to value for your innovation.

P. What is a conflict of interest, and how can it be avoided?

The University's Conflict of Interest Policy can be found here: http://policies.usask.ca/policies/operations-and-general-administration/conflict-of-interest.php.

The Policy sets out that each employee of the University has an obligation to ensure that they are not advancing their own personal interests in a manner contrary or detrimental to the best interests of the University. Conduct detrimental to the best interests of the University could include things like working on activities that compete with the University's interests, activities that may damage the University's reputation, or that could negatively affect your ability to carry out your duties.

The Policy expects that University members will conduct themselves with "the highest ethical standards in a manner which will bear the closest scrutiny." One of the first steps is the requirement to seek guidance when a conflict or potential conflict arises.

As a University member, there are three responsibilities: to avoid conflicts of interest, to avoid the appearance of a conflict of interest, and to disclose potential and actual conflicts of interest. If you believe you may be involved in a conflict, consult your dean or department/unit head. It might also be helpful to keep our office informed of the status and your plan to avoid conflict.

V. USask Inventions Management and Enterprise Creation Framework

A. Objectives

The University's Inventions Management and Enterprise Creation Framework has two primary objectives:

- To encourage and support creativity, innovation, and entrepreneurship throughout the University community; and,
- To deliver significant, sustainable value for society, the economy, and the environment by connecting researchers, industry, investors and communities to turn discoveries into solutions the world needs, primarily through development of intellectual property (IP) into startup companies and licenses for commercial products and processes. The University values and embraces myriad other approaches to knowledge mobilization, however this framework is focused on commercialization of inventions.

B. Principles

The principles of this framework are entrenched within the following intentions of the University:

1. To embrace **inventor ownership**, with rapid assignment of IP ownership to inventors choosing to commercialize independent of the university following invention disclosure, with only two exceptions:
    a) If the invention arises from Indigenous knowledges and cultural expressions; or
    b) If an agreement or contract encumbers the IP, such as an existing industry sponsorship contract that sets out IP ownership terms.
2. To **better support inventors** throughout the commercialization process:
    a) For inventors who choose to commercialize in partnership with the University, to support and meaningfully involve them with nimble and flexible approaches that **move at the speed of business**;
    b) For inventors who choose to commercialize independent of the University, to provide concise commercialization guides and tools, and facilitate helpful connections to assist them.
3. To **eagerly promote startup creation** when inventors are interested in being founders or collaborating with founders, recognizing that startups are often the best or only option for commercializing new technologies:
    a) By **providing essential supports for USask founders to start companies**, through a University-based entrepreneurship and startup incubator and through connections to other supports in the broader ecosystem.
    b) Recognizing that technology used as the platform for startups is often at an early stage of development and closely related to inventors' ongoing research interest, the University understands that **further technology development will often be necessary using University facilities** during the process of technology commercialization; the University works with inventors to accommodate this work and create a plan for timely graduation to external facilities.
4. To ensure all partners experience the University as **transparent, consistent, responsive, timely and motivated to make mutually beneficial deals**, including being more **flexible and speedier** in how we deal with industry and other partners on sponsored research and technology licenses.
5. To **embrace *manacihitowin***, strengthening bonds of respect, trust and shared benefit through constructive, collaborative processes with Indigenous communities, organizations, entrepreneurs and researchers, including:
    a) Acknowledging that typical forms of IP protection and mobilization are based on western worldviews, values, legal systems and concepts that are often incompatible with Indigenous knowledges and cultural expressions; and

b) Recognizing and **respecting the rights of Indigenous peoples** as set out in Article 31 of the United Nations Declaration on the Rights of Indigenous Peoples: *Indigenous peoples have the right to maintain, control, protect and develop their cultural heritage, traditional knowledge and traditional cultural expressions, as well as the manifestations of their sciences, technologies and cultures, including human and genetic resources, seeds, medicines, knowledge of the properties of fauna and flora, oral traditions, literatures, designs, sports and traditional games and visual and performing arts. They also have the right to maintain, control, protect and develop their intellectual property over such cultural heritage, traditional knowledge and traditional cultural expressions*.

6. To **advance equity, diversity and inclusion** by working for equitable involvement of women and Black, Indigenous and People of Colour (BIPOC) in the innovation ecosystem.

7. To recognize that the key driver of the University's technology-commercialization activities is not revenue generation but rather to **move discoveries out into the world for the benefit of society, the economy and the environment**.

8. While revenue generation is not what motivates technology-commercialization activities, to ensure that commercialization revenues are **reinvested to support high-quality research and innovation**.

9. To ensure the University is an environment in which ideas can flourish by:
    a) **Preserving the rights of researchers**, in agreements with research sponsors and technology licensees, to determine the extent and timing of the communication of the results of their work; and
    b) **Retaining rights to use IP for the purposes of further research, teaching and learning**, throughout all transactions, with the exception of service agreements.

C. Measures of Success

The University **measures the success** of its Inventions Management and Enterprise Creation Framework through evidence of:

- Improved IP literacy across the University and amongst our partners, including:
    - Increased awareness about technology transfer, licensing, enterprise creation, other IP mobilization options, and the supports and services available through the University.
    - Improved understanding of IP rights; and
    - Greater understanding and respect for Indigenous Knowledges and Cultural Expressions.

- A strengthened culture of innovation and entrepreneurship within the University, including:
    - More researchers – including more women and BIPOC researchers – disclosing inventions and engaging in technology transfer and commercialization activities; and
    - Enhanced involvement of and support for inventors throughout the commercialization process, including the provision of incubation supports for startup companies.

- Amplified value and inspired communities, including:
    - More startup companies launching, growing, creating jobs and delivering solutions the world needs;
    - Greater deal flow, with more investment agreements for industry- and community-sponsored research activities and for technology licenses and options; and
    - More meaningful, reciprocal and equally engaged partnerships with Indigenous communities, organizations, entrepreneurs and researchers that strengthen bonds of respect, trust and shared benefit.

VI. Our doors are open

We endeavor to be available and present on campus in your departments and at events, and are always interested in learning about your work and ideas. Now that you have more knowledge about Research Excellence and Innovation and the services we offer, please feel free to come and meet with us.

Below, we have listed a number of questions that we would like you to reflect on to assist you in preparing for an introductory meeting. These are the type of questions we will be keen to discuss with you.

- Please describe your innovation in terms a layperson would understand.
- At what stage of development is your innovation? For example, is it a theoretical concept, is it under research or development, is there a prototype available?
- Who will use or benefit from your innovation? Describe who the potential client or user is.
- What need or problem does your innovation solve?
- How would your innovation meet needs in ways better than existing solutions?

VII. Toolbox

Below are some tools that you may find useful; you can always visit our website for more information like this, and information on our programs, events and services.

A. Idea creation and development tools:

- "User-centered" or "human-centered" design is a set of paradigms that encourage looking at a problem or solution from the end-user's perspective and which teach the use of agile or lean thinking principles of fast-cycle prototyping, user testing and iteration paired with empathetic thinking centered on the needs and desires of the end-user.

From d.school.stanford.edu

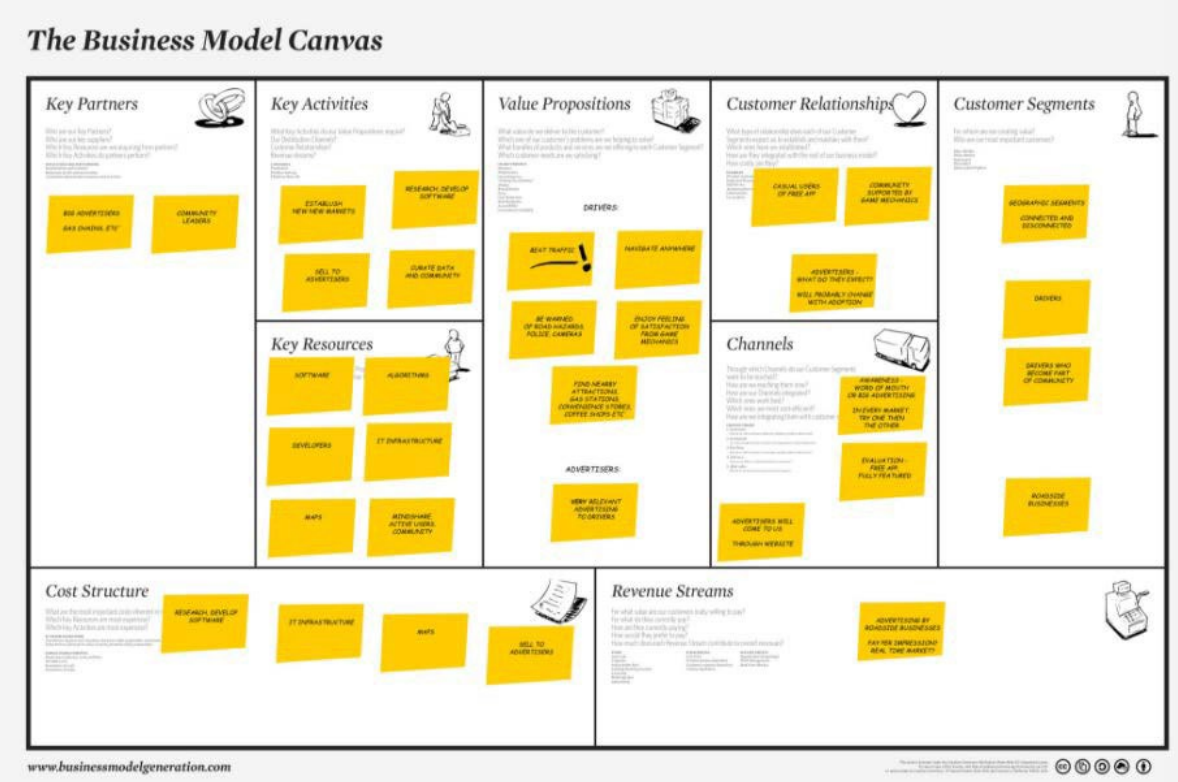
  - Stanford University's d.school is considered a leader in programming for learning Design Thinking, a popular form of user-centered design. https://dschool.stanford.edu/
  - Interaction Design Foundation captures the Design Thinking process well, and explains when and why it can be useful. https://www.interaction-design.org/literature/article/what-is-design-thinking-and-why-is-it-so-popular

B. Product development tools:

- The Lean Startup methodology employs the philosophy that entrepreneurs are everywhere. An "MVP" – minimum viable product – must be developed based on a strong problem statement, and then the method encourages establishing a "build-measure-learn" iterative approach to product development. http://theleanstartup.com/principles

C. Business planning tools:

- The Business Model Canvas has been referred to as the "20 minute business plan", but this is more likely to refer to the time it takes someone from outside the business to read and understand it. It is a deceptively simple tool that prompts business thinking and demands absolutely concise content creation, meaning that a great deal of background work has to go into it. http://diytoolkit.org/tools/business-model-canvas/



- Another method of structuring new business ideas, also from Stanford (the Stanford Research Institute) is called the NABC approach, where the acronym stands for "needs, approach, benefit, competition". This is another useful way to probe and summarize your business idea and employ business thinking practices important especially for complex or research-based businesses. It demands the use of plain language, and requires business research (market analysis, competitive analysis) to complete. https://nielschrist.wordpress.com/2012/07/13/the-nabc-method-standford-research-institute-sri/

D. Strategic planning tools:

- The Balanced Scorecard is a business strategy planning system that is designed to introduce measures of strategic success other than a financial bottom line. It classically uses four perspectives to guide goal setting, measures of success and task planning. http://www.balancedscorecard.org/BSC-Basics/About-the-Balanced-Scorecard

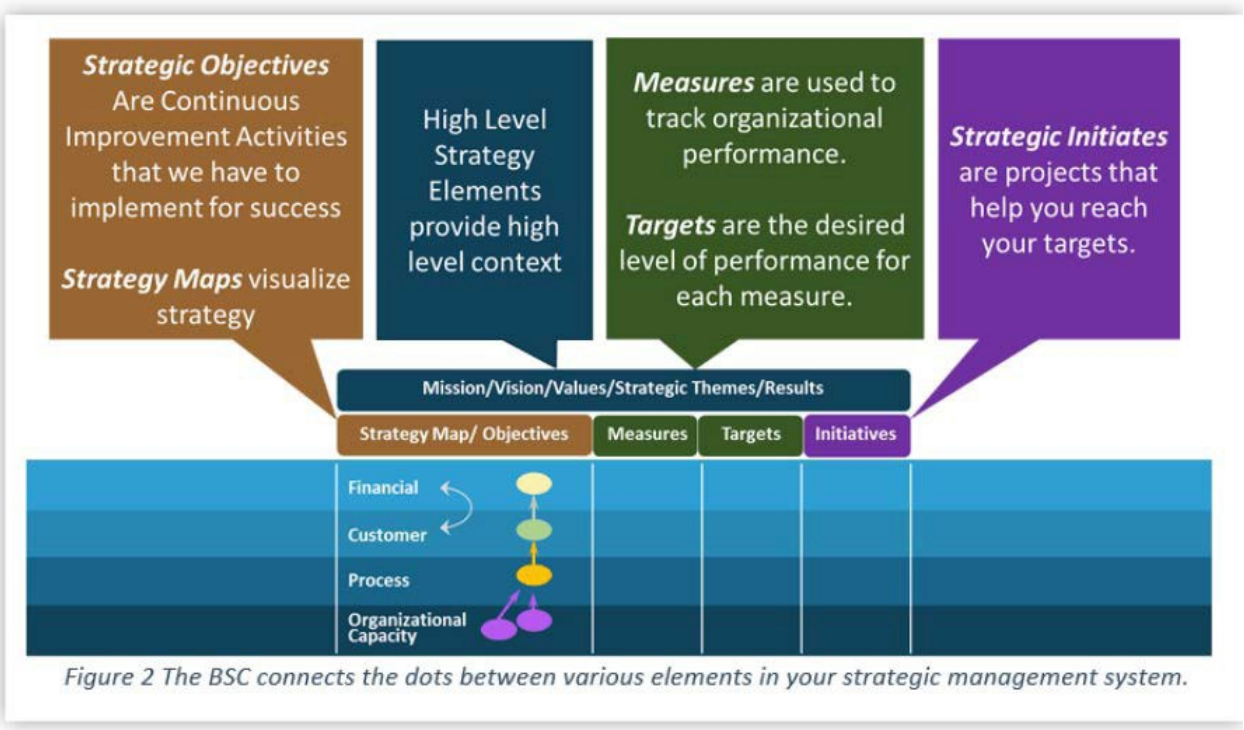


Figure 2 The BSC connects the dots between various elements in your strategic management system.

From balancedscorecard.org

E. Further reading:

More information on legal topics covered in this guide can be found online:

The Canadian Intellectual Property Office
http://www.ic.gc.ca/eic/site/cipointernet-internetopic.nsf/eng/Home

The United States Patent and Trademark Office
https://www.uspto.gov/

Contact Us

rei@usask.ca
https://research.usask.ca/rei/