



# Calibre Communications

## Supporting Successful Innovation

Calibre Communications

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# Supporting your successful innovation!



**Calibre Communications and Consulting supports innovation in and by knowledge organisations and technology-based businesses.**

We work closely with professionals involved in innovation management, organisational change, scientific research commercialisation and technology-based business start-ups.

We provide market research and industry analyses, training courses, marketing and business plans and campaigns, as well as manuals, forms and job tools in print and electronic formats.

## Who we are. What we do

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Calibre's mission is to apply strategic and tactical marketing expertise and tools to support successful client innovation, from ideation to the marketplace.

We help our clients plan, develop, market and exploit innovative products and processes. We help you achieve successes today, while building skills for tomorrow.

Pioneers in strategic science and technology marketing and innovation management, we have an outstanding track record of fostering new staff skills and an 'innovation culture' for our clients.

## Our commitment, your guarantee

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Our commitment is to support client innovation independence.

- We deliver significant, measurable results for clients through award-winning training, marketing intelligence and marketing campaigns.
- We transfer innovation job tools as we work with you to build durable skills.
- We help you design and manage highly successful cross-functional team-based projects linked to your strategic objectives.
- Our work helps you deliver unique competitive advantages and significant commercial outcomes.
- Our international network of market, finance and IP experts and trainers offers a wealth of experience working in and with knowledge organisations in the USA, Europe, Australia and Asia.
- We can provide end-to-end expertise, from concept to R&D, to market and technology evaluation, to supervising shop floor implementation of new technologies.

Calibre Communications and Consulting guarantees its work. If we agree that we have not provided the specified outcomes for any project, we will work with you until we do, at no additional cost. If you are not able to apply the knowledge and tools we offer in our training courses, we will be 'on call' for you by telephone and email for up to six weeks until you can.



## Our clients

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Calibre Communications and Consulting associates have developed successful national and international marketing strategies, campaigns and trainings for public and private sector knowledge organisations.

Clients have included:

- Association of Research Managers (Australia)
- AURIL (UK)
- CSIRO (Australia)
- Federal Laboratories Consortium (USA)
- Food Safety Centre of Excellence (Australia)
- Lawrence Berkeley Laboratory (USA)
- Macquarie University (Australia)
- National Business Incubation Association (USA)
- National Food Industry Strategy (Australia)
- ProTon Europe (Belgium)
- Red OTRI (Spain)
- Royal Mail (UK)
- Technology Transfer Society (USA)
- TII (European Association for the Transfer of Technologies, Innovation, and Industrial Information (Luxembourg)
- University of New South Wales (Australia)
- University of Sunderland (UK)
- University of Technology (Australia)
- Victorian Department of Primary Industries (Australia)

## Testimonials and awards

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### What participants have said about Calibre's training courses:

- "Interesting material, excellent presenter."
- "The workshop was very well-conducted and received."
- "Judy is a very well-rounded presenter, offering many experiences and new information. She made the course interesting and dynamically interactive."
- "Judy tailored the course to 'fit' a diverse audience and to stimulate thinking and discussion. Her style is engaging, knowledgeable and flexible."
- "Judy did a great job! She provided a motivating presentation, applicable to our group."
- "I appreciated the clarity of the explanations and I enjoyed the informal atmosphere."
- "Good balance of theory and practical exercises."

### What participants have said about Calibre workshops:

- "The [Research Investment Challenge] workshop was very well conceived and executed."
- "Very well organized, good facilitation, group breakouts were excellent."
- "Very worthwhile overall objectives, raised some issues around commercial launch [of health-related products] that I had not previously considered, particularly related to costs of value addition and eventual affordability to the community."
- "Very useful and timely."
- "We broke through quickly to end up with consensus on the key issues we wanted to progress. We will take this [project] through to grant application." (Ed note: The grant was successful and the project supported!)
- "The strategic marketing plan [developed by Calibre Communications for our organisation] makes excellent reading, and I must congratulate you on the quality of the work."
- "Judy's expertise and background knowledge of the food industry were invaluable, and together with her facilitation skills, played an essential role in our workshop's success."
- "Our summary of Judy's style? She is a creative lateral thinker who provides practical outcomes; energetic, passionate, engaged; the glue and the engine of high performing teams; and a knowledgeable mentor."
- "The workshop in Brussels was particularly well-received and congratulations on producing such high-quality supporting materials."

### What reviewers have said about Marketing scientific results and services: a toolkit:

- "Uniquely tackling one of the most challenging issues in R&D—the successful commercialisation and marketing of scientific discovery in an increasingly sophisticated and demanding marketplace—this book is essential reading for every member of the project team." Prof Peter Wilton, Stanford University
- "Scientists need to work smart, this book gets you there." Dr Michael Siminovitch, Lawrence Berkeley National Laboratory
- "Marketing scientific results and services: a toolkit is an important and highly useful resource for people developing, positioning and transferring technology. The first edition was invaluable; the second edition is even better." Stephan Wellink, University of Technology, Sydney

## Consulting services

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Calibre Communications and Consulting provides branding and corporate identity campaigns, market intelligence, prospect identification and contact campaigns for Research and Technology-based Organisations (RTOs).

### **Market intelligence, marketing strategies, and integrated campaign project design and management**

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Calibre Communications and Consulting has developed innovation strategies based upon creative and rigorous market and opportunity analyses, with translation of strategy into effective integrated marketing campaigns that result in winning concepts/ products. For example, two campaigns recently developed by Calibre Communications on behalf of major R&D organisations realized over \$3M in research contracts each within a 12-18 months timeframe.

### **Market and technology value assessments and, prospect identification**

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Among other studies, Calibre Communications and Consulting has undertaken market research projects for clients that have helped shape investment strategy and successful business development activities.

For example, Calibre studies have focused on:

- Expectations and preferences of R&D clients and how their decision to innovate is taken and influenced;
- Consumer reactions to food, health, and convenience innovations and the perceptions of risk and benefit that determine technology uptake;
- Markets and prospects for manufacturing technologies, qualified by alignment with corporate strategy and the prospect's innovation culture;
- Assessment of technology and R&D opportunities by region, market size, barriers and opportunities to entry, and alignment with corporate strategy.

Studies may be undertaken independently and as a standalone activity. They may also be undertaken as part of a program of staff workshops aimed at encouraging a more entrepreneurial culture within your organisation.

### **Stakeholder analyses and stakeholder-driven business planning**

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Calibre Communications and Consulting has conducted intensive structured stakeholder representative interviews for a variety of clients, providing analyses that permit development of strategy related to business development, communication, organisational structure, research program content, among other topics. Calibre Communications has facilitated interaction with representatives of critical stakeholder segments for both R&D organisations and start-ups, helping clients identify and address the key stakeholder concerns essential to organisation growth and profitability. Applying the results of these analyses, Calibre has assisted in the development of

integrated action plans for a range of functional groups, including business development, R&D, communications, education and training, among others.

### **Innovation investment challenge workshops**

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Using selection criteria based upon your own distinctive innovation culture, we can help you work productively with your clients to determine the best innovation investment for your and your client's organisations. These highly interactive workshops have helped commercial and public sector organisations identify the skills and other resources needed to deliver profitable, sustainable innovation. They have been particularly useful in fast-tracking research projects and developing proposals that win grant support and result in profitable new products and services.

### **Vision and values workshops**

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Too often, organisations fail to meet their goals, not because of a lack of ideas or skills, but because of a lack of ownership and a willingness to take responsibility and demonstrate initiative. Using innovation audits and group goal setting, we can help you remove barriers to making the best use of the skills, behaviors, culture, and resources in your organisation and across all critical functional groups to achieve your innovation goals.

### **Fore-sighting**

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Calibre Communications and Consulting has been project manager for large scale fore sighting exercises, leveraging the experience and creativity of industry focus groups. Building on these outcomes, Calibre validated the results via intensive consumer research, in one instance via a survey that achieved an astonishing 50% response rate. This study provided invaluable information regarding what innovations consumers wanted and would pay for (and how much), and which innovations they did not want. Download the project report free of charge above.

### **Branding and corporate identity campaigns**

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Calibre Communications has provided the underpinning research, stakeholder consultation, strategies and creative design for corporate identity campaigns for a range of RTOs, including CSIRO, technology-based start-ups, and Centres of Excellence.

Corporate communications campaigns may involve a range of services including:

- Competitor analyses
- Stakeholder value propositions
- Unique positioning strategies
- Integrated corporate identity promotional collateral development
- Logo and branding elements
- Corporate identity launches
- Values and objectives driven job tools, templates, and staff intranets

### **Corporate policy manuals**

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Calibre Communications has helped clients develop effective corporate policies and manuals, with supporting job tools and templates, in both print and online form including:

- Corporate communications policies
- HR reward and remuneration policies
- Business development project selection and management

With the insightful integration of policies and interactive staff functionality, you can turn your staff intranet into a toolkit for more effective job performance, while at the same time ensuring the development of a corporate culture that is proud to deliver excellence.

### **Permission e-marketing**

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The most effective marketing campaigns today build on the permission of prospects and clients to provide information on offers tailored to the recipients' needs. Most cost-effectively, this information is provided electronically, but spam and privacy restrictions need careful attention. Calibre Communications is experienced in developing electronic communication mechanisms that achieve results, and best of all, that encourage your prospects to spread the message for you, growing your client and prospect base organically and at no additional cost to you!

### **Grant applications**

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Calibre Communications and Consulting has helped knowledge organisations, SMEs, and start-ups develop winning grant proposals that meet the objectives, not only of the applicant, but also of the grant providers.

## Courses: Science marketing clinics

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Calibre Communications provides training courses for both strategists and operational staff in Research- and Technology-based Organisations (RTOs). These popular hands-on interactive courses have demonstrably helped participants develop strategies for success and improve tactical skills.

One- to two-day practitioners' science marketing clinics are offered regularly, designed for business development, technology transfer, research and research support staff in research and technology centres, universities, knowledge-based companies and innovation agencies. Science marketing clinics help create an environment within which professional standards in strategic and operational science marketing are enhanced. They offer a workshop structure that is informative, entertaining, interactive and highly relevant to participants. The workshops are accessible to a broad range of participants. Course focus varies, depending on participant requirements. Sample courses are described below.

Workshop support materials are provided for all Science Marketing Clinics, including individual workbooks as well as, for many workshops, complementary copies of the reference, **Marketing scientific results and services: a toolkit**, the first and most extensive science marketing practitioners' reference in existence valued at Euros 109/US\$115. Course workbooks are also available for sale.

### **Repositioning Research and Technology based Organisations (RTOs) for profitability and thought leadership**

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This one-day Master Class is for planners and senior managers in RTOs that are charged with positioning the organisation in a manner that is competitive, unique, and delivers benefits to all critical stakeholders. It recognises that over the past two decades, many stakeholders have come to believe that the focus by RTO's on industry benefits and values have sometimes compromised perceptions that led to public support, including, in some cases, funding. This interactive workshop will address the following topics, helping participants develop a positioning strategy for their organisation that ensure organisational sustainability. Topics include:

- Rethinking RTO positioning
- The enterprising RTO
- Changing our positioning: case studies
- New and emerging stakeholders and their demands
- Real differentiation and unique stakeholder value propositions
- Towards a principled vision
- CSR: benefits and pitfalls
- Defining a brand essence
- Launching and living your positioning
- Meeting the challenges of strategic partnerships and competition
- Effective use of emerging tactics and tools

## **Project management for the strategic design of website and intranets**

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Most knowledge organisations have websites, but how many use them effectively to engage business partners and other colleagues, while at the same time providing staff with strategic job tools that improve staff performance from the laboratory to the marketplace?

This step-by-step workshop shows how to apply a versatile project management approach to develop websites that showcase your unique capabilities, services, and achievements to the outside world. At the same time, it will help users develop intranets that encourage desirable collegial and community citizenship behaviors while offering staff business, innovation and planning tools to improve performance scientifically, technically, collegially, and commercially.

Using the framework provided, participants will understand how to:

- Scope the website project, set aims, develop schedules, budgets, assess project team skills and recruit team members.
- Review corporate strategic objectives for optimal 'fit' with the organisations Key Performance Indicators,
- Develop a design framework and 'metaphor'.
- Develop website and intranet content, including developing and road testing internal policies.
- Evaluate and improve the prototype website and/or intranet.
- Launch the website and/or intranet externally and/or internally.

## **Capability marketing from prospect to client**

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Market research has shown that information needs change as our relationships with stakeholders develop. To effectively market their capabilities and technologies, knowledge organisations need to use different communications mechanisms and to change message content as relationships intensify. This is particularly critical as we attempt to encourage the transition of potential business partners from prospect to client.

This workshop offers a framework that will help you plan and implement a persuasive program of client communication, through effective use of websites, scientific publications, print and digital promotions, media coverage, key account management tactics, events, client consultation and performance evaluation programs, among others. The workbook includes checklists, planners and other job tools as well as examples of effective and innovative tactics used successfully by international knowledge organisations.



Marketing Clinic Focuses on Better Project Management, New Digital Marketing Tactics to Meet Stakeholders' Fast-Changing Needs

Together with partners, TII, RedOTRI, and ProTon Europe, Calibre Communications offered another of its popular one-day knowledge transfer specialists' Science Marketing Clinics to a capacity audience.

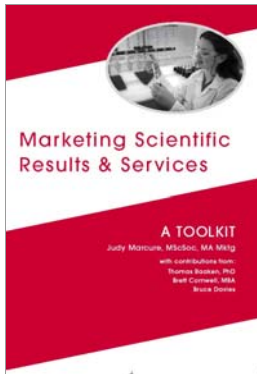
The April 2008 Clinic, ***Effective Marketing Communications from Prospect to Client: A Project Management Approach***, drew a capacity crowd of 22 participants to Valencia, Spain to review new evidence, consider new ideas, and to exchange their own experiences about how to meet the fast-changing information needs and increasing demands for input and interaction of clients and other stakeholders.

The clinic facilitator, Judith Mercure, drew attention to how some innovative knowledge organisations are using new digital marketing tactics. Despite the high reliance on digital media, websites and email, many knowledge organisations are not actively using interactive tactics like search term optimisation, blogs, wikis, podcasts, permission and viral marketing, among others, as part of their communications toolkits. The clinic used a six-stage approach to project managing website (re-) development to illustrate how to develop genuinely strategic, audience-driven communications projects and campaigns.

How valuable was the clinic? All participants enjoyed the casual climate and fruitful discussions; most felt that what they learned was very important to critical for their jobs. One participant commented after the workshop, *"I see we need to review our stakeholders' interests and needs and create a new strategic marketing plan!"* Another commented, *"Our website could be much more strategic and interactive!"*

### Marketing scientific results and services: a toolkit

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*This book is acclaimed as 'essential reading for RTOs'. It is now in an updated, expanded edition with new case studies and new chapters on positioning, technology market assessment and emerging science marketing tactics!*

Developed by marketers and scientists marketing new technologies and research services in the US, Europe and Australia, this publication will become a frequently consulted reference for researchers, students and technology

### Marketing scientific results and services: a toolkit:

presents easy-to-read explanations of marketing theory, applied to the special circumstances and constraints of research- and technology-based organisations (RTOs).

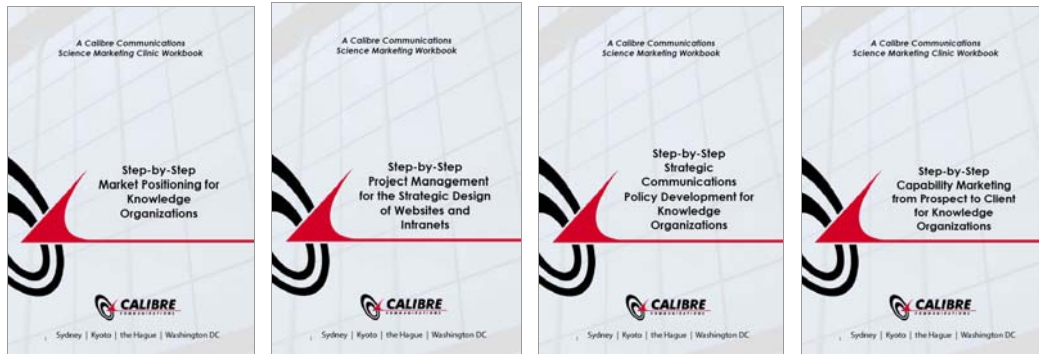
Unique case studies from Germany, the United States and Australia provide practical examples of how RTOs have applied the theory to:

- position their organisation in a unique, compelling way;
- identify new prospects and successfully enter new international markets;
- understand and successfully address priority stakeholder needs and perceptions;
- use community consultation and fore-sighting to improve strategic planning, business and community relationships;
- drive organisational change and staff multi-skilling.

The book provides a set of useful job tools to help RTOs get started marketing their capabilities and technologies immediately.

## Job tools

Calibre publishes a series of step-by-step workbooks to support learning by professionals in technology, knowledge and service organisations. These workbooks are provided with relevant Calibre Communications courses or may be purchased separately by postal or telephone order or via our online purchase facility.



### Step-by-Step Market Positioning for Knowledge Organisations

To continue to attract support from all critical stakeholders, knowledge organisations must not only be financially sustainable; they must also provide thought leadership to the communities in which they operate. This workbook offers succinct suggestions, explanations, examples, case studies and exercises to help knowledge organisations (e.g. universities, R&D organisations, technology-based companies) reposition for a sustainable future. The workbook provides a step-by-step planning framework, illustrated by innovative and effective examples based upon successful experience in international knowledge organisations. With the framework proposed in this workshop, users will be able to develop an action plan immediately applicable to their own organisations based upon:

1. Competitor analyses
2. Stakeholder analyses and segmentation
3. Value propositions by priority stakeholder segments
4. Values and vision for the organization
5. Translation of strategy into action projects
6. Evaluation and improvement activities

30 pp, US\$ 49/ €40/ A\$69. Postage approximately US\$7.50 additional.

## **Step-by-Step Project Management for the Strategic Design of Website and Intranets**

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Most knowledge organisations have websites, but how many use them effectively to engage business partners and other colleagues, while at the same time providing staff with strategic job tools that improve staff performance from the laboratory to the marketplace?

This step-by-step guide shows how to apply a versatile project management approach to develop websites that showcase your unique capabilities, services, and achievements to the outside world. At the same time, it will help users develop intranets that encourage desirable collegial and community citizenship behaviors while offering staff business, innovation and planning tools to improve performance scientifically, technically, collegially, and commercially.

Using the framework provided, users will understand how to:

1. Scope the website project, set aims, develop schedules, budgets, assess project team skills and recruit team members.
2. Review corporate strategic objectives for optimal 'fit' with the organisations Key Performance Indicators,
3. Develop a design framework and 'metaphor'.
4. Develop website and intranet content, including developing and road testing internal policies.
5. Evaluate and improve the prototype website and/or intranet.
6. Launch the website and/or intranet externally and/or internally.

63 pp, 2007, US\$ 49/ €40/ A\$69. Postage approximately US\$7.50 additional.

## **Step-by-Step Capability Marketing from Prospect to Client for Knowledge Organisations**

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Market research has shown that information needs change as our relationships with stakeholders develop. To effectively market their capabilities and technologies, knowledge organisations need to use different communications mechanisms and to change message content as relationships intensify. This is particularly critical as we attempt to encourage the transition of potential business partners from prospect to client.

This step-by-step workbook offers a framework that will help you plan and implement a persuasive program of client communication, through effective use of websites, scientific publications, print and digital promotions, media coverage, key account management tactics, events, client consultation and performance evaluation programs, among others. The workbook includes checklists, planners and other job tools as well as examples of effective and innovative tactics used successfully by international knowledge organisations.

30 pp, in progress, planned publication 2007, US\$ 49/ €40/ A\$69. Postage approximately US\$7.50 additional.

## Step-by-Step Communication Policy Development for Knowledge Organisations

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Benefits of working with your organisation need to be communicated to all your critical stakeholders clearly, convincingly, and consistently by all your staff. Yet how many knowledge organisations have an accessible, explicit, succinct communication policies and guides that help their staff understand their stakeholders' needs and their own communications responsibilities?

This step-by-step workbook offers a framework that will help you develop a comprehensive policy guide and set of job tools (suitable for print or intranet distribution) promoting better staff communication, whether it be through scientific publications, media interviews, business visits, or politician's briefings.

30 pp, in progress, planned publication 2007, US\$ 49/ €40/ A\$69. Postage approximately US\$7.50 additional.

## Principals and associates

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### Judith Lydia Mercure, Director and CEO

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Judith is an experienced market analyst, marketing strategist, corporate communicator, project manager, trainer, and a popular innovation workshop facilitator.

An award-winning science and technology marketer, Judith has a Master's degree in science and technology marketing, as well as a Master's degree in the history and philosophy of science.

She has published widely and spoken at many international conferences and workshops.

Judith has developed successful and well-received integrated corporate identity and new market development campaigns. She has also offered training programs for US, European, and Australian associations of innovation management, research, business incubation, and technology transfer professionals. She has worked extensively with scientists, engineers, policy makers, technical and business managers to provide high-impact marketing strategies and campaigns for R&D and other knowledge-based organisations and technology-based companies.

Judith combines a sound grasp of operational practices and innovation tools with the latest innovation theory and practices. She is founding editor of *R&D Enterprise: Asia Pacific*, now *Innovation: Management, Policy and Practice*, a prestigious international journal on innovation and technology management ([www.e-contentmanagement.com](http://www.e-contentmanagement.com)). She is co-author, with Bruce Davies of Lawrence Berkeley National Research Laboratory and Varian Medical Systems, of the best-selling manual, *Marketing scientific results and services: a toolkit*.

Judith works with a network of associates based in Europe, the USA, and Australasia who can offer end-to-end innovation support, from business planning, technology assessments, intellectual asset identification, management and exploitation, and innovation management best practice theory and practice.

**Region:** International

**Specialisation:** Strategic marketing, training, communications and brand management, creativity, business and market planning workshops.

**Contact:** [calibre.consulting@bigpond.com](mailto:calibre.consulting@bigpond.com)

## David Muller, Associate

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**David Muller** was a Senior Manager in KPMG Corporate Finance prior to becoming a Director of his own consulting businesses in 1995. He is a Fellow of the Institute of Chartered Accountants and a Member of the Financial Services Institute of Australasia.

David has worked with a broad range of industries including: manufacturing, information technology, food, primary production, Indigenous Communities, water, tourism, services and the arts.

David offers the following specialist services:

- Strategic and business planning
- Financial, operational and viability reviews
- Corporate Finance; Debt, Equity and Government Grants (e.g. COMET and AusIndustry Commercial Ready)
- Training and consulting in interpreting management accounting information for small- to medium-size enterprises
- Business profit improvement

**Region:** Australasia

**Specialisation:** Financial management and corporate finance

**Contact:** [calibre.consulting@bigpond.com](mailto:calibre.consulting@bigpond.com)

## Brett Cornwell, Associate

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Brett Cornwell is a Faculty member at IC2 Institute at the University of Texas at Austin and is an instructor for three classes in the Master of Science in Science and Technology Commercialisation Program. His courses focus on technology screening and evaluation, venture planning and evaluation. He has led a number of international technology commercialisation benchmarking and training projects in the USA and Europe. Brett was a program coordinators for the NASA Mid-Continent Technology Transfer Center for ten years as served as the Deputy Director for three.

**Region:** North America

**Specialisation:** Technology value assessments, Market research

**Contact:** [calibre.consulting@bigpond.com](mailto:calibre.consulting@bigpond.com)

## Stephan Wellink, Associate

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A mentor, consultant and respected business professional for knowledge and technology based enterprises; Stephan Wellink provides business advice covering areas such as strategic and business planning, intellectual property management, technology transfer and corporate governance.

He has held senior positions in the public and private sector including:

- Research scientist with Unilever Australia;
- Director of Anvil Chemicals Pty Ltd, a scientific services business;
- General Manager of Bioglan, a health care / pharmaceutical company that was listed on the ASX in 1986 as part of Auspharm Pty Ltd;
- General Manager of TUNRA Ltd, the commercial arm at the University of Newcastle;
- Principal Commercial Adviser, Agribusiness at CSIRO Australia;
- Director, Research and Innovation at the University of Technology, Sydney (September 2001 – January 2006);
- He was a foundation Director of AusBiotech Ltd (2001 – 2005), a Director of AIMedics (2001 - 2005), a medical device company focusing on Type 1 diabetes.

**Region:** Australasia

**Specialisation:** Corporate government, business negotiation, IP management and technology transfer

**Contact:** [calibre.consulting@bigpond.com](mailto:calibre.consulting@bigpond.com)

## Peter Peine, Sales Director

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**Peter Peine** is Director for International Sales of Calibre Communication's publications, job tools and training courses. He has been a senior sales and marketing executive for a range of industries in the EU and Australasia. With an outstanding track record in account and relationship management for knowledge- and service-based organizations, his clients have included IBM Europe, Vulcan/Chef Australasia, and Accoustica Systems.

Peter also has extensive experience in coaching programs to ensure the successful implementation by staff of turnkey technology solutions.

**Region:** International

**Specialisation:** Sales, Factory process implementation, Client liaison.

**Contact:** [calibre.consulting@bigpond.com](mailto:calibre.consulting@bigpond.com)

## Karen Huebel, Liaison Manager, Berlin

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Karen Huebel is Liaison Manager, Calibre Communications Berlin. She has many years experience as Chief Operating Officer of scientific publishing companies and other knowledge organizations in Berlin, Germany and the Hague, the Netherlands.

**Region:** EU

**Specialisation:** Business administration, Client liaison.

**Contact:** [calibre.consulting@bigpond.com](mailto:calibre.consulting@bigpond.com)



## Work samples: Supporting your strategies

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Calibre offers a number of strategic support services, including market research, market analyses, stakeholder needs analysis, competitor analyses and benchmarking studies, among others.

A few examples follow with kind permission of our clients to give you an idea of what you may expect if you choose Calibre Communications as your innovation partner!

### Stakeholder needs analysis

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A typical stakeholder analysis process may begin with your nomination of representative stakeholders, followed by interviews with those representatives. Calibre can help you objectively assesses key services your customers want and your perceived performance in these areas. We can help identify needs and desired deliverables of priority stakeholder segments, articulating these in manner that will be readily understood and implemented by your staff. We can help you articulate unique value propositions that are compelling to your priority stakeholder segments and/or to assess the effectiveness of your current services offer. Typical steps we may suggest are:

**Step 1. Structured interviews with stakeholder segment representatives**

Representatives of key stakeholder segments are typically nominated for interviews. Nominees are contacted by Calibre Communications with a brief explanation of the aims and methodology, together with a request for an interview at a time convenient to them. Structured interviews are frequently used to compare responses. To ensure the results are credible, we may, for example, suggest minimizing potential bias by interviewing a sample of former, as well as current, customers. The full text of interviews are recorded and made available to you (unless the interviewee does not wish the information be shared). In most cases, in the interests of confidentiality, interviewee names will not be provided. The following sample interview is provided with permission of the client and interviewee.

Interviewee & segment	Questions	Responses
<p><i>Stakeholder segment representative: Organisation's Funding Source: This is a Government Public and Private Sector Innovation Support Agency</i></p>	<p>1. What is your role in Knowledge Transfer/ Innovation Support and how have you worked/are you working with the Organisation?</p>	<p>My task has been to facilitate the tech transfer support project, ensure the budget is spent and the objectives achieved.</p>
	<p>2. What does The Organisation do now and how valuable is the contribution? (Unprompted to test awareness)</p>	<p>The Organisation had a slow start characterized by the need for some convincing of key players. This is what one expects of a complex project. The Organisation appears to be picking up momentum now, bringing on board approximately 1 KTO (Knowledge Transfer Organisation) per week. It is getting to the point of a critical mass in its membership, and its success suggests it is providing value to its members. It has attracted some of the best KT professionals in the region and has provided good tools and training. A major achievement has been to facilitate the creation of KTO in countries where none have existed.</p>
	<p>3. What should it do to meet your expectations in the future? (Probes alignment with needs.)</p>	<p>The Agency's objectives were to launch the Organisation. We did not believe it could get off the ground without public support. After four years and significant funding, the association should now be self-sufficient. We were not prepared to subsidize it forever; there had to be an exit strategy for public support. We will collaborate in the future, but</p>

		the Organisation will have to demonstrate it provides values to members. It must have a compelling Value Proposition for KTOs to remain as paying members.
	4. Service importance (1-5 ) unprompted	Key services in my view are training, regional events, staff exchanges, an accessible and centralized repository of good practice. But of course the portfolio repertoire has to include what is valued by members. This [the Calibre research project] should help.
	5a. Service importance (1-5) prompted: Annual conference, peer interaction	4
	5b. Training	4
	5c. Service importance (1-5): Newsletter	4
	5d. Service importance (1-5): Member directory	No opinion
	5e. Service importance (1-5): Good practice studies	4
	5f. Service importance (1-5): Library	No opinion. I think this is an aspirational service at the present.
	5g. Service importance (1-5) Advocacy and lobbying, promotion of the profession	4. Mr X (a Board Member of the Organisation) makes his case to the Commission very clearly [laughs].
	5g. Service importance (1-5): Access to commercial networks/contacts	No opinion
	5i. Service importance (1-5): Job tools and models	No opinion
	5j. Service importance (1-5): Staff exchange program	4
	5k. Service importance (1-5): Calendar, news alerts	3
	5l. Service importance (1-5): Coordination of European projects	4

## Step 2. Review stakeholder service importance and performance ratings

Ratings for services are aggregated by stakeholder segment. In our reports, we provide summaries of performance ratings in graphical charts for easy assimilation, accompanied by explanatory text. We are careful to ensure that enough data is collected to provide the statistically significant results that will give you confidence in their rigor.

We will typically look at both the importance to the customer of the services in question and how well the customer believes the services are performed, so we can help you assess whether you are putting your effort into the areas your customers appreciate. We also probe services the customer would like to have that s/he believes is lacking.

Figure A. How important are your services to your members? (5= excellent; 0=poor)

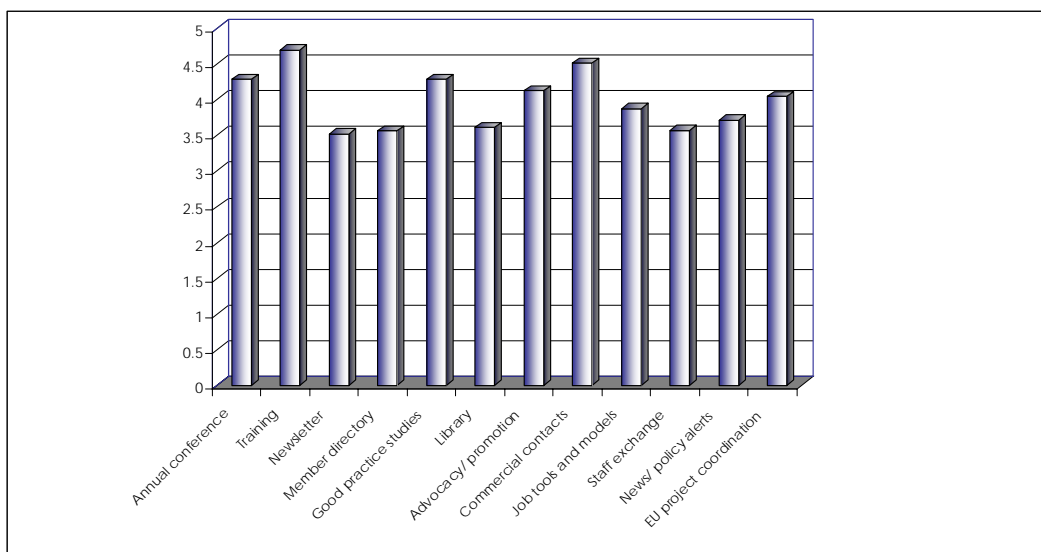


Figure B. How successfully do your members think your key services have been performed? (5= excellent; 0 =

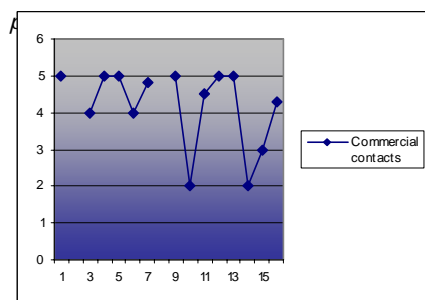


Fig B. Facilitating commercial contacts/ contacts with potential industry customers: This service area was generally considered important to very important, with only a few interviewees being of the opinion that the Organisation's function should focus more on policy than commercialisation support. Several interviewees indicated that facilitating commercial contacts was not done well or, to the best of their knowledge, not done at all. This was identified as a significant opportunity for improvement by the Organisation.

**Step 3. Review the services stakeholders desire by segment and develop an implementation plan:**

Based on interviews with a number of stakeholder representatives, desired services are identified and priorities, and the results are summarized in a table. An example follows:

This stakeholder segment ▼	Desires these deliverables from the Organisation ▼
<b>VC and business angels</b>	<ul style="list-style-type: none"> <li>• Influence government policy to expedite commercialisation</li> <li>• Influence universities to greater flexibility in sharing and exploiting IP</li> <li>• Available, market-ready IP</li> <li>• Access to start-ups with sound business plans</li> </ul>
<b>Technology scouts</b>	<ul style="list-style-type: none"> <li>• Available, market-ready IP</li> <li>• Link technology solutions providers and companies looking for new technology solutions</li> <li>• Access to university members</li> <li>• Co-marketing and intermediary services (may be fee-based)</li> <li>• Adaptation of proprietary technology proposal models</li> </ul>
<b>University research staff</b>	<ul style="list-style-type: none"> <li>• Royalties, rewards and remuneration</li> <li>• Opportunity to 'make a difference'</li> <li>• Increased R&amp;D funding</li> <li>• Non-university career and consulting opportunities</li> </ul>
<b>Legal (IP) professionals</b>	<ul style="list-style-type: none"> <li>• Access to start-ups, KTOs without legal practitioners</li> <li>• Policy updates on IP issues</li> </ul>
<b>Secretariat staff</b>	<ul style="list-style-type: none"> <li>• Collegial respect</li> <li>• Rewards, remuneration</li> <li>• Job security</li> <li>• Varied, interesting work</li> </ul>
<b>Media</b>	<ul style="list-style-type: none"> <li>• Timing; story content must coincide with issues we are covering.</li> <li>• Accessibility</li> <li>• Trusted information source</li> <li>• See media as 'client': 'pitch' stories with an 'angle'</li> <li>• Provide quality, ready-to-use copy; graphics clips and film footages; 'fillers'</li> <li>• Public interest stories</li> </ul>

## Benchmarking studies

A benchmarking study will commence after a thorough discussion of types of organisations to be compared. Often, there is no organisation whose services and objectives map directly to your own. We may need to look at different types of organisations and from different perspectives.

For example, we may need to look at a range of organisations, based upon the degree to which they provide similar outputs to similar beneficiaries. This information is presented graphically and explained, together with notes on exceptional circumstances. A sample table with a comparison of services desired by key stakeholder segments is provided below;

Services	Newsletter	Annual conference	Member directory	Training & workshops	News/ funding & project alerts	SIG & topic forums	TI metrics/ best practice studies	Awards	Technology marketplace	Jobs alerts	Bookstore	Policy papers & advocacy	Market research(ers)	Job tools & innovation tools	Accreditation/ certification	Franchise opportunities	Procurement discounts	Meeting rooms & facilities	Advertising & co-marketing	Funds, grants, scholarships	Incubator services/expert	Community/ charity links
ARMS (AUS)	•	•		◊		•		•													♣	
ASTP (EU)	•	•	•	•	•	•	•					•										
AUTM (US)	•	•	•	•	•	•	•	•	•	•	•		•						•		•	
EARMA (EU)	•	•	•	•		•				•					▲			•				
EARTO (EU)	•	•	•	•	•				•			•						•				
ESMU (EU)			•	•		•	•								♪						•	
EUA (EU)	•	•	•	•	•		•					•							•			
EVCA (EU)	•	•	•	•		•	•	•		•	•	•		•			•					
FLC (US)	•	•	•	•	•		•	•		•	•								•			
INSM (EU)	•	•	•	•	•	•			☀			•							•		◻	
IRC (EU)	•		•		•	•			•										•		•	
ISPIM (EU)	•	•	•	•	•		•												•			
IXC (AUS)	•	▲	◆	•	•							•							•		•	•
Kauffmann Foundation (US)	•			•	•	•						•	•	•						•		•
KCA (AUS)	•	•		•		•					•										®	
LES (US)	•	•	•	•	•	•	•						•			•						
NBIA (US)	•	•	•	•	•	•	•	•			•	•	•	•	•	•	•					

## Competitor analyses

The degree to which other organisations compete with us may be assessed in a number of ways. It may be assessed on basis of a set of agreed metrics, often using surrogate indicators, or it may be assessed via interviews with customers, to determine how successfully they perceive your performance compared to others. In both cases, a clear and consistent framework is needed, with no introduced ambiguity concerned what is being compared.

The figure below compares perceptions by members of a number of innovation support agencies. The agencies are compared by the success of the business model they use and the range of valued services they offer.



Figure C. Competitive perceptual map of innovation support agencies. The most successful agencies were perceived as those occupying the upper right hand corner of the model.

These are only a few examples of the types of inputs Calibre Communications can provide to help you make better decisions and develop sounder strategies.

For other examples, including market research reports, marketing campaigns and business plans, please contact us at:

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## Work samples: Communicating your brand

Calibre Communications specialises in the development of compelling communications mechanisms, especially for knowledge and technology based organisations. All collateral is developed on basis of rigorous research into stakeholder requirements and the communications mechanisms target segment consider credible. We specialize on communicating your vision and value propositions strategically and effectively. A few recent examples appear below.



Figure D. Sample Corporate Report using value propositions derived from stakeholder research.



Figure E. Sample internet-based electronic newsletter (also available in print format). The online version is linked to a permission to contact form that captures subscriber data: The subscriber updates his or her contact details and indicates a preference for print or electronic formats. New subscribers may also be nominated, growing the organisation's contact database organically and at no additional cost to the client.

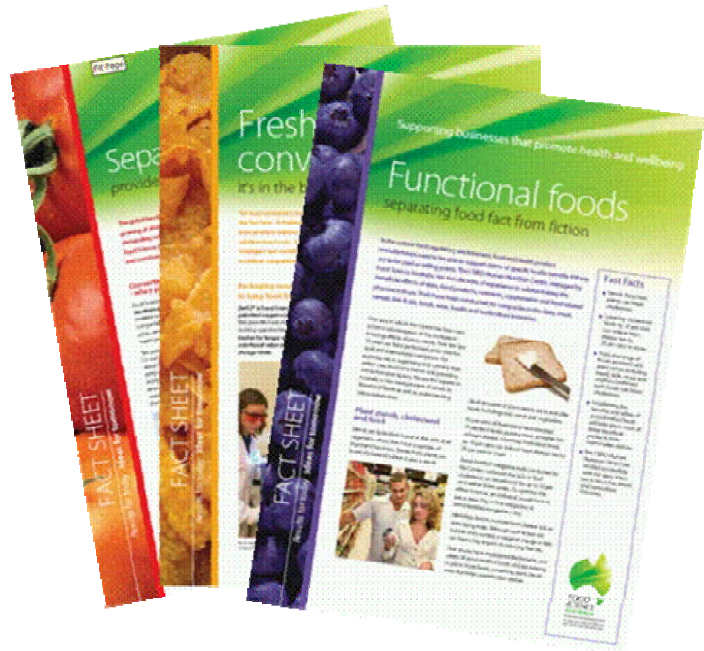


Figure F. Print and display promotional collateral reflecting stakeholder's perceptions of research benefits



Figure G. Part of a marketing campaign that won Calibre Communications the Australian Marketing Institute Award for Marketing Excellence in the Export category.

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