IDEA$^3$: Innovation-Driven Entrepreneurial Advantage

Workshops in the IDEA$^3$ Innovation Method to accelerate impact

1 day, 3 day, and custom engagement options

Featuring instructors from MIT, Harvard Medical School, IE Business School, Polytechnic University of Madrid, and other academic, medical, and corporate innovation leaders
IDEA³ Innovation Method

+ Identify and precisely define unmet health technology needs
+ Compress development time and develop innovation ecosystems by engaging diverse lifecycle expertise
+ Improve strategic decisions about actions and resources
+ Drive change
About IDEA³

IDEA³ helps medical technology innovators validate their projects by clearly identifying and defining medical needs. Often this includes a market pull—a key element that draws new technologies from ideas to implementation in patient care. Along the way, the IDEA³ method helps teams to de-risk their projects by strategically focusing on demonstrated feasibility at each stage of development.

IDEA³ workshops are highly interactive programmes designed to help innovators make better and faster decisions.

IDEA³ workshops teach participants how to improve innovation efficiency, and has been tried and tested in the biomedical sectors in Madrid, Spain and Boston, Massachusetts.

The innovation method is applicable to large and small organizations, and to teams within larger technology organizations.

Bring your ideas for unmet medical needs or technology opportunities for a chance to develop them in the workshop. Organizations sending teams can define their workshop focus areas.

Why choose this programme?

**Maximum impact:** IDEA³ is an innovation methodology proven to get results.

**World class faculty:** You will be taught by innovation leaders from MIT, Harvard Medical School, Universidad Politécnica de Madrid, Universidad Carlos III de Madrid, and many others in Boston’s and Madrid’s innovation clusters, as well as industry veterans.

**Global classroom:** IDEA³ puts you among leading executives and faculty from around the world to explore how innovation works across cultural boundaries.

Benefits and impact

**For you:** Learn in a small group from world class faculty whose aim is make sure that you understand the methodology in depth and are able to apply it in your daily work.

**For your organization:** Spend less time on innovation dead ends and focus on putting ideas to work.

“One of the key outcomes of the IDEA³ process is that you become a more efficient and strategic thinker. It helps you traverse many domains quickly, identify project kill criteria, and overcome hurdles. This leads to more rapid and higher impact outcomes.”

Jacob Hooker, IDEA³ Faculty, Massachusetts General Hospital

IDEA³ results

Project teams using the IDEA³ Innovation Method reach more milestones faster because they continually sharpen their focus on real-world outcomes.

The IDEA³ Innovation Method evolved from the M+Visión Consortium Catalyst program, whose Fellows’ project teams are developing healthcare technology innovations at rates that outperform international benchmarks. Started in 2011, 34 Catalyst fellows have started 20 projects with significant potential healthcare impact. In just four years, Catalyst teams’ accomplishments include:

+ 50 publications
+ 12 international competition awards
+ 25 invention disclosures and 15 patent applications

These results show the efficiency of M+Visión transferring innovation and technology from an unmet clinical need to the proof of concept and product development.

IDEA³ can be applied to any health technology problem that involves multiple stakeholders to identify challenges and deliver solutions. Now the M+Visión Consortium offers training in the innovation method that individuals and teams can take back to their organizations to improve the efficiency and impact of their innovation activities.

Accelerated IP milestones enabled by IDEA³

M+Visión Catalyst teams using the IDEA³ innovation method achieve IP milestones at very high rates. In just four years, M+Visión teams have exceeded the MIT benchmark for similar per-dollar research investment:

- M+Visión invention disclosures: 25+
- Patent app’s: 15+
- Licenses & options: 3+
- MIT invention disclosures: 14
- Patent app’s: 6
- Licenses & options: 3

“When you start from the problem, instead of from the solution, if your project works out, you are guaranteed to make an impact. This is the approach repeatedly reinforced through IDEA³.”

Daryl Lim, 2011 M+Visión Catalyst Fellow
The programme

The programme includes three units:
+ Develop a need description and hook
+ Validate needs
+ Develop the pitch

What you will learn

The core of the IDEA³ methodology is the ability to accurately and effectively identify a need or opportunity, validate it, and then effectively communicate it to attract resources and partners.

Identifying a need: A major source of inefficiency in innovation is the tendency to think about the solution before the need has been identified or clearly defined. The IDEA³ programme teaches participants how to consciously uncouple the need from the solution and remove subjective bias. Participants will learn to focus on the need—not the solution—and work closely with faculty to distinguish between a perceived need (e.g. to cure cancer) and a validated need (e.g. better imaging would reduce false positives in the diagnosis of breast cancer).

Validating a need: The objective of validating the need is to amass evidence that someone will care if you address the need, and to know who those someones are. You will learn the IDEA³ tree methodology which forces you to ask “how do we know?”—in so doing revealing gaps and unconscious biases. It also reinforces the idea that there are many needs associated with a problem domain.

Pitching a need: Bringing an innovation from idea to market takes the collaboration and alignment of many stakeholders. This means communicating the idea to attract partners and resources, which could include a board of directors of a company, a philanthropic foundation, or your immediate superior.

Participants will learn what kind of information needs to be included in a pitch, how to effectively communicate ideas, and how to avoid or respond to surprises.

How you will learn

You will work directly with faculty to develop an understanding of how to identify, evaluate, and document unmet medical needs, and explore and assess approaches for addressing those needs. This intensive course has a maximum ratio of three students to every faculty member to ensure that participants benefit from the maximum amount one-to-one guidance.

Workshops are offered in 1 day, 3 day, and custom engagement options.

3 day workshop outline

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“IDEA³ helps you drive your project toward impact in the clinical healthcare environment.”
Juan José Vaquero, IDEA³ Faculty,
Hospital Universitario Gregorio Marañón
Session outlines

IDEA3 Workshops teach participants how to improve their innovate effeciency. The key components are developing a validated needs statement (a clear, concise, evidence-backed message that identifies a market opportunity) and learning how to effectively communicate that to key stakeholders.

Participants will work closely with faculty in small groups to rapidly iterate and validate innovation opportunities before developing these into effective pitches.

Workshops are available in 1 day, 3 day, and custom engagement configurations. A three day workshop includes the following sessions; shorter and custom workshops can be tuned to the specific needs of the participants.

Session 1
Introduction to IDEA³

This session gives a brief introduction to IDEA³ and the expected outcomes of the course, illustrating how it is based on improving the efficiency of innovation and removing cognitive biases through the diversity of input, rapid iteration, and with an emphasis on oral discourse. Key concepts covered are:

+ Need + Idea = Opportunity
+ Opportunity + Plan = Project
+ Innovation is not a linear process
+ The concept of spiral innovation

Session 2
Developing projects and project portfolios

This session covers the components of a needs description and participants will learn how to move from general needs (e.g. uncorrected vision, a cure for cancer) to specific needs (e.g., faster, cheaper prescriptions, better imaging to reduce false positives). It also introduces the concept of hooks—stories of direct concern to individuals—as a tool for making difficult technological concepts accessible to decision makers.

+ Components of a need description
+ Ways to describe needs
+ Developing the hook
+ From hooks to need statements

Session 3
Developing the Need Statement

This session shows participants how to develop a need statement. Participants will craft effective need statements backed with evidence gained from discussions with experts or users, while avoiding technology biases.

+ How to avoid embedding technology in the need
+ Switching between general and specific needs
+ The importance of expert validation

Session 4
Validating the Need

The objective of this session is to learn how to amass sufficient evidence that indicates that someone will care about the unmet need, and to know who that someone is.

+ Collecting the right sort of evidence
+ The IDEA³ tree and needs templates
+ Identifying the level of specificity from which you can “move up” to be more general or “move down” to be more specific
+ Revealing and identifying gaps and unconscious biases.

Session 5
Developing Pitches

This teaches participants to transform a validated need into a persuasive argument for a variety of audiences. The interactive nature of this session allows participants to gain instant feedback from industry experts and rapidly iterate and improve their pitches.

+ What information do you need to communicate effectively?
+ Pitching to different audiences
+ How to avoid or respond to surprises

mvisionconsortium.mit.edu/idea3-workshops
An multiprofessional team developed the IDEA³ method over years in the M+Visión Catalyst program. Workshops will draw on these faculty, as well as other international experts.

**IDEA³ faculty**

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Massachusetts Institute of Technology

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Learn more and schedule
To learn more about the IDEA³ Innovation Method and to schedule a workshop, please visit: mvisionconsortium.mit.edu/idea3-workshops

About M+Visión
The Madrid-MIT M+Visión Consortium is a partnership of leaders in science, medicine, engineering, business, and the public sector dedicated to catalyzing change in the health technology innovation ecosystem by accelerating translational research and encouraging entrepreneurship.