

# Welcome: Negotiating Knowledge Transfer

KTSofSkills - Soft Skills for Knowledge Transfer  
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# By the end of this session, you will be able to...

Recognize the everyday negotiations that affect knowledge transfer activities

Explain the how interest-based and position-based negotiation models work

Analyse a negotiation during the preparation phase by using terms such as BATNA, ZOPA, goal-setting and deal framing

Apply negotiation techniques in advanced negotiations involving intellectual property, licensing terms, and technology transfer

Reflect on your personal negotiation style and biases



# Agenda

Time	Topic	
20 min	Introduction & Icebreaker Game	Group Exercise
50 min	Mock Negotiation Exercise	Role-play Activity
20 min	Break	
30 min	Key Negotiation Concepts & Techniques	Mini Lecture
75 min	Negotiation Simulation	Role-Play Activity
30 min	Debriefing	Group Discussion
15 min	Wrap up	Group Discussion



# Which photo describes your mood right now?





# Time for a negotiation!

- |        |   |
|--------|---|
| 15 min | Preparation: Reading confidential briefs of your role |
| 15 min | Simulation: Negotiating with your counterpart         |
| 15 min | Debriefing  |

# Just to keep in mind...

Make sure you understand all the details of your role. Feel free to ask if you have any questions.

You don't have to make an agreement. Sometimes the best deal is no deal. A good negotiator knows when to leave the table.

**Never break your role in the simulation.** It's the only way to fail this exercise. Take the simulation seriously.





# Debriefing

- How did it go?
- Did you make an agreement?
- Are you happy with the results?
- Any challenges or difficulties?
- How about emotions?
- Do you do similar negotiations?

# Knowledge Transfer Is a Negotiation- Driven Process

Bridging Different Worlds (Academia ↔ Industry)

Balancing Competing Interests  
(Research freedom, IP protection,  
Timelines, Funding expectations)

Enabling Sustainable Partnerships (Built  
on trust, transparency, and fairness)

Navigating Complex Deals (Joint  
ventures, licensing, spin-outs, NDAs)



Negotiation in knowledge transfer is the process of reaching agreement between academic, industrial, legal, and administrative stakeholders to enable the responsible and effective use of knowledge assets.

- **Multi-Stakeholder:** Researchers, tech transfer offices, lawyers, companies, funders.
- **Multi-Dimensional:** IP, revenue sharing, confidentiality, timelines, recognition, ethics, etc.
- **Context-Sensitive:** Influenced by institutional goals, public impact, funding rules, and cultural norms.
- **Outcome-Oriented:** Aims to unlock value from research while protecting interests and ensuring ethical use.

# Negotiation isn't a side task — it's a core skill for enabling knowledge to move from lab to society

- Licensing university patents
- Setting terms for joint publications
- Negotiating student involvement in spin-outs
- Agreeing on IP ownership in collaborative research





# Position-based vs Interest-based negotiations

Positions are about "what" we want in a negotiation.

Interests are about "why" we want what we want. It is about underlying concerns, needs and motivations.

Focusing on interests, instead of positions, enable negotiators to produce win-win solutions.

# The Orange Story

Two siblings argue over **one orange**. Both say:  
**"I want the whole orange!"** (Position)

A typical **position-based negotiation** leads to splitting it:

**Each gets half** — but neither is fully satisfied.

What happens when we asked **why** they want it:

- **Sibling A:** *"I need the peel for a cake recipe."*
- **Sibling B:** *"I want the juice to drink."*

**Interests are different and compatible!** One gets all the peel, the other gets all the juice. **Both win. Nothing wasted.**





# Position-based negotiations

It is a negotiation style where each party starts with a **clear position or demand** (e.g., “We need 150.000 EUR”) and negotiates from there.

This negotiation approach rarely provide a space for win-win outcomes.

Position-based negotiation can become **rigid** and lead to **conflict or deadlock**.  
Balance it with **interest-based dialogue** to uncover shared goals.

# Interest-based negotiations

A collaborative approach that focuses on the **underlying needs, concerns, and motivations** (interests) of all parties — not just their positions or demands.

- **Uncovers Hidden Opportunities:** Goes beyond "what each party wants" to explore why they want it, enabling creative solutions.
- **Balances Diverse Objectives:** Helps reconcile differences between academic values (e.g. openness, knowledge sharing) and commercial goals (e.g. speed, IP protection).
- **Strengthens Relationships:** Fosters trust and long-term partnerships by demonstrating empathy and mutual respect.
- **Leads to Sustainable Agreements:** Agreements based on real interests are more durable and less likely to break down.

# How to prepare for a negotiation?

## Setting Your Goals

**Reservation point:** The minimum target that a negotiator plans to agree.  
E.g. the minimum price a seller is willing to accept.

**Aspiration (Target) Point:** The ideal outcome that a negotiator hopes to achieve.



# Explore ZOPA

Zone of Possible Agreement (ZOPA) is defined as the overlap between each side's reservation points. Larger ZOPA can create more possibilities for an agreement.



# Why ZOPA matters?

Understanding the concept of ZOPA in a negotiation;

- Helps avoid deadlocks by identifying **mutual benefit zones** (e.g., IP rights, publication timelines, licensing terms).
- Focuses discussions on **realistic options**, minimizing unproductive bargaining. It saves time and resources.

Always **map both sides' interests early** to identify if a ZOPA exists. If there's no ZOPA, explore if one can be **created** through creative options or reframing the problem.

# Understand the power dynamics

**BATNA** (Best Alternative To a Negotiated Agreement) is your plan B if the negotiation fails. A strong BATNA gives negotiator power. A weak BATNA limits the options.

For example, if you negotiate with your friend to sell your car, your BATNA might be trading it in at a dealership or at an online marketplace.

Good negotiators identify and try to improve their own BATNA. In addition to that, they analyze the other side's BATNA to understand their fallback option.



# Why BATNA is important?

**Empowers Your Decision-Making:** Knowing your BATNA helps you walk away with confidence if the deal doesn't meet your minimum needs.

**Prevents Bad Deals:** Without a strong BATNA, you risk accepting unfair or unfavorable terms (e.g., giving away too much IP, losing publication rights).

**Strengthens Your Bargaining Power:** The better your BATNA, the more leverage you have at the table.

**Clarifies What's at Stake:** Helps you assess "Is this deal better than our alternatives?" or "Should we continue negotiating?"

**Always develop your BATNA  
before entering negotiations —  
and try to estimate the other side's  
BATNA too**

# Using fair standards in negotiations

**Objective criteria** are **independent, fair, and verifiable standards** used to guide decisions in a negotiation — instead of relying on **power, pressure, or emotions**.

**E.g.** Industry benchmarks, licensing databases (e.g., AUTM, LES), funding agreements, university policy





# Why They Matter in Knowledge Transfer

Promote transparency and fairness

Help manage power imbalance (e.g., university vs. corporation)

Prevent deadlocks and emotional escalation

Increase legitimacy and durability of the agreement



# How to use objective criteria in negotiations?


**Propose a Standard Early:** “Let’s base this on comparable licensing deals.”

**Explain Its Legitimacy:** “These benchmarks are from recognized tech transfer reports.”

Invite Joint Exploration: “Can we agree on what’s fair for both sides?”

**Don’t Yield to Pressure — Yield to Principle:**  
“We’re not rejecting your proposal — we’re just asking to align it with fair precedent.”





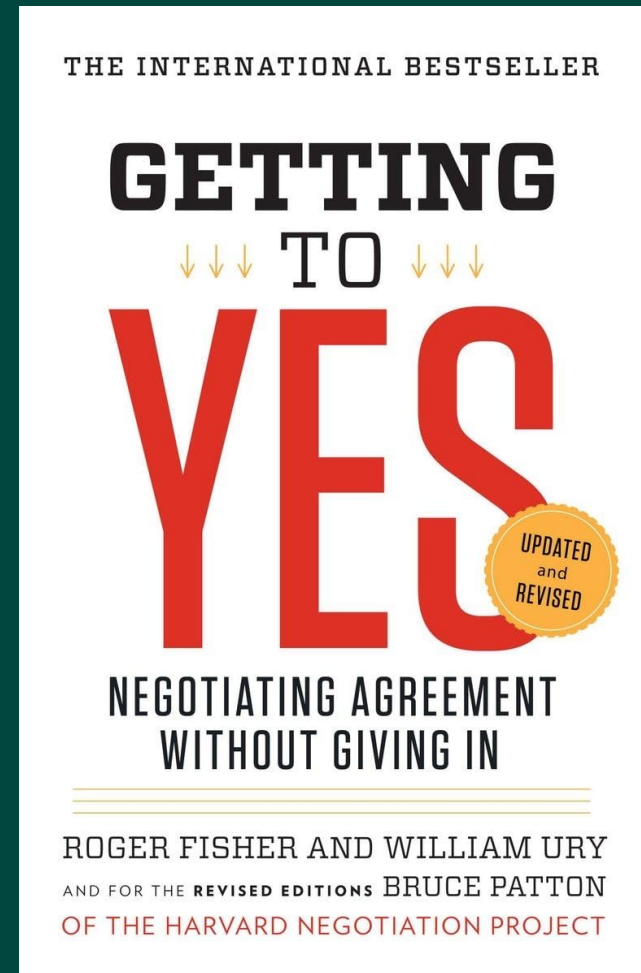
Come prepared with **data and standards** — but stay open to **joint fact-finding**



# Principled Negotiations

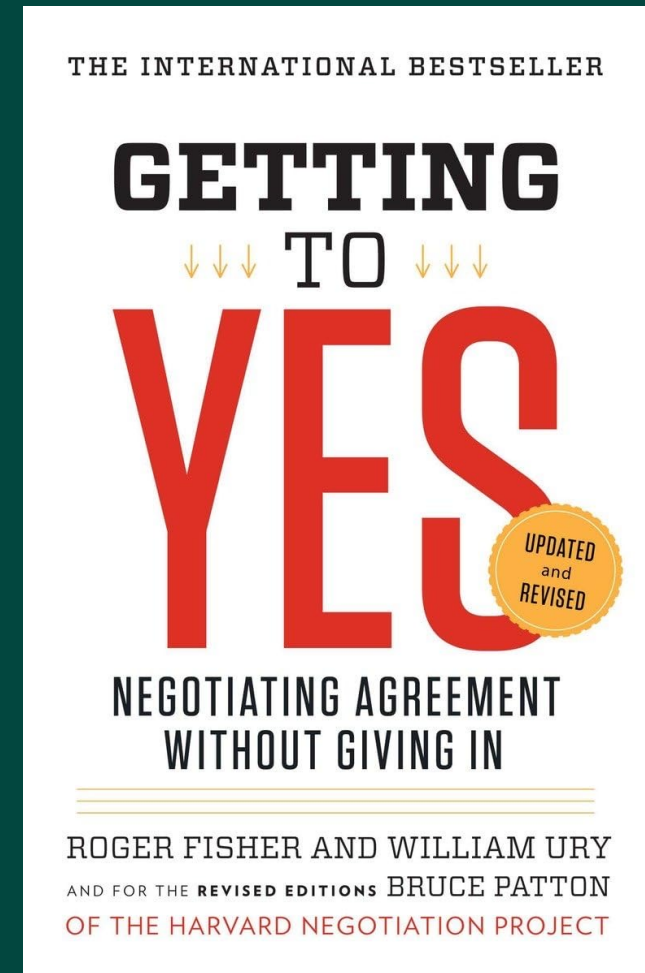
Developed by Fisher, Ury, and Patton (Harvard Negotiation Project)

A method of negotiation that focuses on merits and mutual interests, not on pressure or positions.



# Four Core Principles:

- **Separate the People from the Problem:** Address issues objectively, without personal conflict.
- **Focus on Interests, Not Positions:** Discover why parties want something, not just what they demand.
- **Invent Options for Mutual Gain:** Create solutions that satisfy both parties' core needs.
- **Insist on Using Objective Criteria:** Base the agreement on fair standards, not pressure or power.



# Why Principled Negotiation Matters for Knowledge Transfer?

- Reduces tension in university-industry collaboration
- Encourages creative, ethical, and legally sound solutions
- Protects long-term relationships and reputation

Aim for a deal that supports academic goals **and** business success — not a compromise, but a **mutual gain solution**.



# Another Negotiation!

This time, we will have group negotiation with a scoring system.

There will be 4 issues that parties need to agree.

15 min Preparation Pt.1 (Reading confidential briefs)

25 min Preparation Pt.2 (Groups plan their strategies)

30 min Negotiation



# Some tips before you start

As a group, make sure you split the responsibilities well. Time is an essential element of every negotiation. Manage time well.

**Never break your role in the simulation.** It's the only way to fail this exercise. Take the simulation seriously.

# Debriefing

How did the negotiation go?

Were there "win-win" possibilities?

How did you deal with BATNA & ZOPA?

How did you implement interest-based negotiation strategies?

Issue	Options	University Points	Company Points
Investment	€ 200 000 University, € 1 800 000 Company covers	85	5
	€ 500 000 University, € 1 500 000 Company covers	75	10
	€ 700 000 University, € 1 300 000 Company covers	45	15
	€ 1 000 000 University, € 1 000 000 Company covers	20	20
	€ 1 300 000 University, € 700 000 Company covers	15	45
	€ 1 500 000 University, € 500 000 Company covers	10	75
	€ 1 800 000 University, € 200 000 Company covers	5	85
Equipment & Software	Company software & hardware	15	75
	University software & company hardware	20	65
	3rd party software & hardware	25	25
	Company software & university hardware	55	20
	University software & hardware	65	15
Location of the R&D Centre	University Campus	75	15
	Close to university	65	20
	In the middle	25	25
	Close to company	20	55
	Company Campus	15	65
Student Engagement	Paid Internships within the Venture	10	10
	Thesis Collaborations	15	15
	Startup Fellowship or Entrepreneur-in-Training Programs	25	25
	Research Assistant Roles on Joint Projects	10	10
	Joint Skills Academy or Certificate Programs	5	5

# Different nature of the issues in a negotiation

Distributive  
Integrative  
Compatible

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# Distributive Issues

These are **zero-sum** issues where one party's gain is the other's loss



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# Integrative Issues

Issues where parties have **different priorities** and can create **mutual value** through trade-offs

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# Compatible Issues

Both parties want the same outcome — but may not realize it initially

# Thank you!



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