

# “FOOD FOR ELDERS” PROGRAMME

## ANNEX 6: TIPS FOR DISCUSSION WITH LEAD ENTITIES AND INNOVATION PARTNERS

External partners can bring new expertise and strengths to an innovation project. Under the “Food for Elders” programme, companies will need to meet with *Lead Entities* and *Innovation Partners* to understand how they will be involved in the project, the preferred collaboration model, and post-project arrangements.

Here are some areas which you should note when choosing partners for your project:

### In choosing partners

- **What capabilities can your partner can provide?**

What expertise can the *Lead Entity* or *innovation partner* bring to the project? For product validation, what is the scale of trial and type of validation that the *Lead Entity* can provide?

- **What is the level of involvement that your partner is comfortable with for the project?**

Is *Lead Entity* keen to be involved in product development (on top of product validation)? Is *innovation partner* keen to be involved in product validation (on top of product development)?

- **What is the collaboration model?**

Is the *Lead Entity* or *innovation partner* requesting any returns for working with them? This can include a consultancy/fee-for-service arrangement, taking part ownership of IP created, or other business arrangements, e.g. exclusive distribution, cheaper price sold, etc.

*[Note: Parties should propose fair and reasonable terms in exchange for their contributions. Proposing unfair or unreasonable terms may turn away valuable partners for your project!]*

- **What will be the ownership of Intellectual Property (IP) if any?**

Will any IP be created from the project?

*[Note: companies should first determine if a patent is necessary, given the costs of obtaining a patent. Companies should also consider if they are able to enforce the patent effectively.]*

Is the *Lead Entity* or *innovation partner* requesting any ownership of IP created from the collaboration?

*[Note: Companies are recommended to decide the ownership of IP that will be created (i.e. Foreground IP) before the collaboration commences. Both parties should discuss and establish an agreement about the cost to be borne by each party for IP ownership, as well as who has the rights to commercialise jointly owned IPs. Do note that joint IP ownership can be a contentious issue and may require legal advice. Parties are encouraged to explore other arrangements.]*

*If existing IP (i.e. Background IP) is involved, both parties should identify these IPs and ensure that necessary IP rights have been procured. This can be effected through an IP licensing agreement or IP assignment agreement, where the owner of the IP assigns the IP to the procuring party.]*

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- **[For *Lead Entities*] What will be follow-ups for possible procurement after the project?**

What are the procurement/sales opportunities that the *Lead Entity* can offer after the product is successfully completed? What will be the expected price range for the project? How will the *Lead Entity* work with me to achieve procurement/sales of my product after project is completed?

*[Note: New Product Development is ultimately a commercial decision. Do your sums on the projected returns before proceeding with the project!]*

### In discussing collaboration details

- **Project scope and deliverables**

What is the project scope and product to be developed? What are the key project phases, milestones and deliverables? Are these steps sufficient to develop the product?

- **Contributions and roles of personnel**

Who is involved in the project team? What are their roles and responsibilities? Which party will be responsible for the resources required for the project? I.e. funding, manpower, consumables, equipment, facilities, etc.

- **Project management**

How will parties coordinate for the various project phases and keep track of project progress?

- **Collaboration model**

What is the collaboration model with the *Lead Entity* or *innovation partner*? E.g. consultancy/fee-for-service arrangement or other business arrangements, e.g. exclusive distribution, cheaper price sold, etc.

- **Post-project follow-ups**

What will be the follow-ups (if any) from *Lead Entity* to secure procurement, or involvement in sales and marketing efforts? Will partners be involved in subsequent product commercialisation (e.g. manufacturing)? How will the business arrangements that are agreed be carried out?