

CLiCAM Innovation Leadership Programme 2026

Workshop 2- Business Plan Preparation / Strategic Decision Making, and Entrepreneurial Spirit

AGENDA

Date: September 16 – 18, 2026

Location: FunGlass - Alexander Dubcek University, Študentská 2, 911 50 Trenčín, Slovakia
[GPS: N 48.8986376 E 18.0471972](#)

Wednesday, 16 th of September, 2026	
Day 1 – Afternoon session M1: Integrating Strategy and Simulation <i>delivered by Erik Kubička</i>	
14:00 – 14:30	Welcome, Introduction and Objectives
14:30 – 15:30	Introduction to Organizational Strategy ○ Definition and importance of organizational strategy for research commercialization. ○ Steps in formulating and implementing strategies for new ventures. ○ Group Activity: Case study analysis of a successful startup, university spin-off or technology transfer initiative. Focus on their strategic choices.
15:30 - 15:40	Short break
15:40 – 16:30	Key Components of a Business Plan ○ In-depth review of the essential elements of a business plan (executive summary, market analysis, etc.), with a focus on technology ventures. ○ Practical Exercise: Participants begin drafting an outline for a business plan based on their own research or a hypothetical innovation.
16:30 - 16:40	Short break
16:40 – 18:00	Introduction to CAPSIM Simulation ○ Overview of the CAPSIM CAPSTONE 2.0 simulation and its relevance to strategic decision-making in technology ventures. ○ Explanation of the game mechanics, industry scenario, and performance metrics. ○ Team formation and initial setup.
18:00	End of the Day 1 – Afternoon session
Free programme	

Thursday, 17 th of September, 2026	
Day 2 – Morning session M1: Analysis and Planning <i>delivered by Erik Kubička</i>	
8:30 – 9:45	CAPSIM Simulation: Round 1 - Teams make their first round of strategic and operational decisions in CAPSIM. - Facilitator guidance and support.
9:45 – 10:45	Crafting Vision, Mission, and Goals - Developing compelling vision and mission statements for technology startups. - Setting SMART goals and aligning them with strategic objectives. Group Activity: Participants refine their business plan outlines by developing vision, mission, and goals for their ventures.
10:45 – 11:00	Short break
11:00 – 12:00	Strategic Positioning and SWOT Analysis - Identifying competitive advantages in technology-driven markets. - Conducting SWOT analysis for research-based ventures. Case study: Analyze a real-world technology transfer, focusing on financial considerations and strategic positioning.
12:00 – 12:45	Integrating Workshop Learnings - Bringing together strategy, positioning, and SWOT analysis to build a cohesive business plan. - Guidance and feedback on business plan outlines.
12:45	End of the Morning session
12:45 - 14:00	Lunch break
Day 2 – Afternoon session Module 2: Simulation Rounds 2-3, Financial Planning& Decision Making <i>delivered by Erik Kubička</i>	
14:00 – 15:30	CAPSIM Simulation: Rounds 2-3 - Teams make their first two rounds of strategic and operational decisions in CAPSIM. - Facilitator guidance and support.
15:30 – 15:40	Short break
15:40 – 16:30	Introduction to Financial Planning and Company Valuation - Basic financial planning principles for startups. - Key concepts in company valuation (introductory overview).
16:30 – 16:40	Short break

16:40 – 17:30	Multifunctional Decision Making - Balancing decisions across R&D, HR, facilities, finance, and marketing in technology ventures. Group Discussion: Analyzing a scenario requiring complex, multifunctional decisions in a high-tech startup.
17:30 – 18:00	Debrief and Reflection Group discussion on CAPSIM Round 2 results and key lessons.
18:00	End of the Day 2 Afternoon session
19:00- Dinner	
Friday, 19th of September, 2026	
Day 3 – Morning session Module 2: Advanced Application and Entrepreneurial Pathways (Rounds 4-5) <i>delivered by Erik Kubička</i>	
8:30 – 10:30	CAPSIM Simulation: Rounds 4-5 Teams apply financial planning and valuation concepts in their subsequent CAPSIM decisions.
10:30 – 10:40	Short break
10:40 – 11:30	Innovation Leadership and Entrepreneurial Spirit - Fostering innovation in research environments. - Developing leadership skills for technology entrepreneurs.
11:30 – 12:30	Access to Financing - Exploring funding options for technology startups and spin-offs (grants, angel investors, VC). - Strategies for creating successful spin-offs from university research.
12:30	End of the Day 3
12:45 Lunch Break	
13:30 Lab Tour (optional- contact Michaela Matejová at michaela.matejova@tnuni.sk if interested)	
Follow up activity- online (contact Erik Kubička at erik.kubicka@gmail.com if necessary)	
CAPSIM Simulation: Rounds 6-8 (optional)	
Closure and Final Remarks Final discussions on CAPSIM performance and key takeaways.	