

Inaugural lecture  
**Professor Thomas J. Howard, PhD**

Novo Nordisk Endowed Chair for  
Technology Entrepreneurship and Design Science

**"FROM DESIGN  
SCIENCE TO  
TECHNOLOGY  
ENTREPRENEURSHIP"**





# TECHNOLOGY ENTREPRENEURSHIP AS A ROUTE FOR TURNING RESEARCH INTO COMMERCIAL AND SOCIETAL VALUE

DTU Entrepreneurship is pleased to invite all interested parties to celebrate our new Professor, Thomas J. Howard.

His inaugural lecture will take place on:

**Friday 2 December 2022 from 15:00 to 16:00**

at Arena, DTU Skylab, 374, Centrifugevej, Kongens Lyngby.

The lecture is followed by a reception from 16:00 to 17:00.

On his inaugural lecture, Professor Thomas J. Howard is going to showcase the past collaborations with industry in Design Science before moving to the future research and education agenda in the field of Technology Entrepreneurship.

He will show how a future setup can utilize the entrepreneurship ecosystem as a test bed for research but also how the research can support the ecosystem, highlighting some of the notable startups and spinout to come from this approach.

We look forward to celebrating Tom and seeing all of you.

Best regards  
DTU Entrepreneurship

Jes Broeng  
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## Summary

Technology Entrepreneurship (TechEnt) is about accruing resources based on a vision of the impact potential around a technology. Where entrepreneurship will typically start with an identified user pain, TechEnt may also start with an R&D result showing how a new technology can out-perform existing tech in certain parameters. The challenge is then to identify, which application and industry those parameters have greatest value and can be commercially exploited.

To a large extent, entrepreneurship is a design process in terms of how the technology is developed to deliver value. However, the product is only a part of the socio-economic situation within which it is developed. We often see that it is the human and investment capital, the business model, the team and organization development that determines the destiny of the startup.

We identify 3 research areas on the future agenda to build more resilient and prosperous startups.

Firstly, focusing on the core team - many startups inflict personal and organizational wounds during the equity split process. Despite this, there exists no guiding systematic process. Secondly, the governance of a venture on a board level is a critical factor to startup success, here we focus on board composition, roles and evolution. Finally, we focus on sustainability and how born-green startups can monetize carbon reduction and use it to access green financing.

## Thomas J. Howard

Professor Thomas J. Howard has a Master degree and PhD in Mechanical Engineering from the University of Bath, UK.

In 2010 he joined DTU to create the Robust Design Research group in collaboration with Novo Nordisk. At the same time, Tom became innovation responsible at DTU MEK and developed the first iteration of the DTU X-Tech programme, for which he was awarded the DTU Innovation prize in 2014.

After spinning out MASH Makes A/S from DTU X-Tech as a cofounder, Tom stepped back into a board position before re-joining DTU in 2019 at DTU Entrepreneurship.