JASPERS
ERIFID Meeting
Organisational Set-up for Technological Transfer

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Outline

- What public funders want to see

- Modelling technology transfer, knowledge transfer or commercialisation

- Ways of organising support

- An long-term example of what is achievable

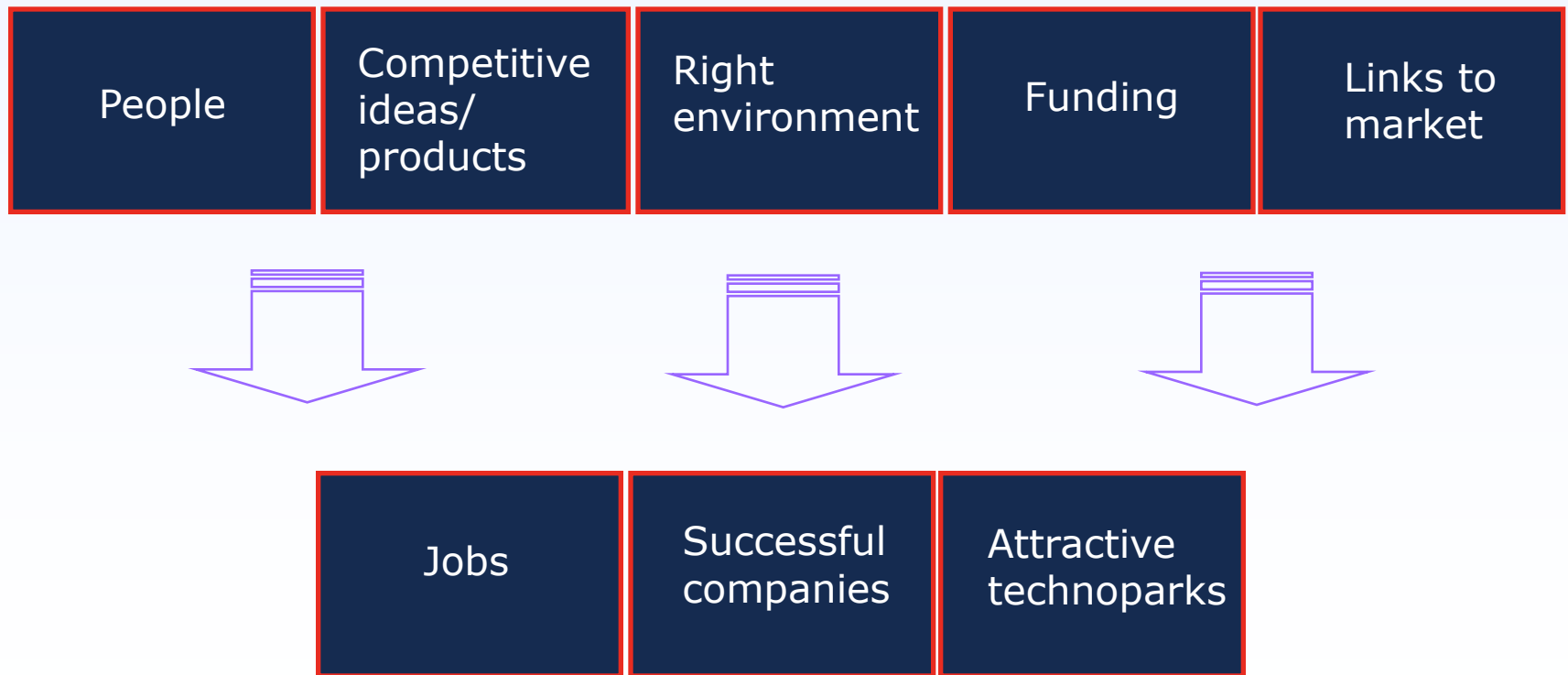# 1. What Government funders want to see

Jobs

Successful companies
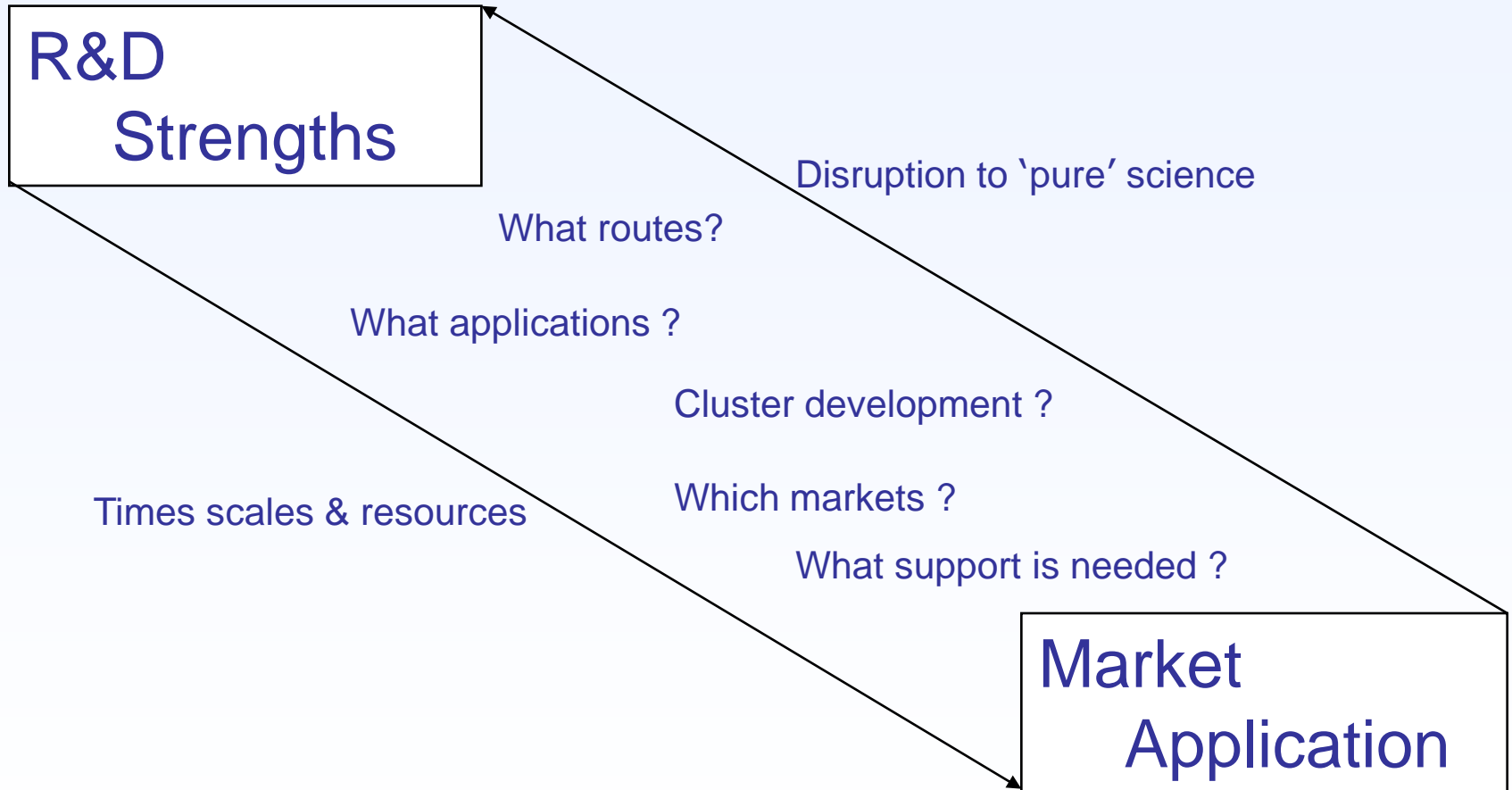
Attract investment

What are the elements needed?

Funding

Competitive ideas/products

People

Links to market

Right environment

Facilitators

1) Bring them all together

2) To drive conversion process

3) To ensure it all happens at once

People	Competitive ideas/ products	Right environment	Funding	Links to market

	Jobs	Successful companies	Attractive technoparks

Facilitators

- **<u>The technology transfer or commercialisation function</u>**
- Responsible for bringing everything together to facilitate market application and facilitating access
- Must have strong support
- Must have financial support
- Must have sufficient mass
- Must build credibility and networks
- Must identify real strengths in portfolios

- Can be organised and modelled in number of ways

What Routes ? What support needed ?

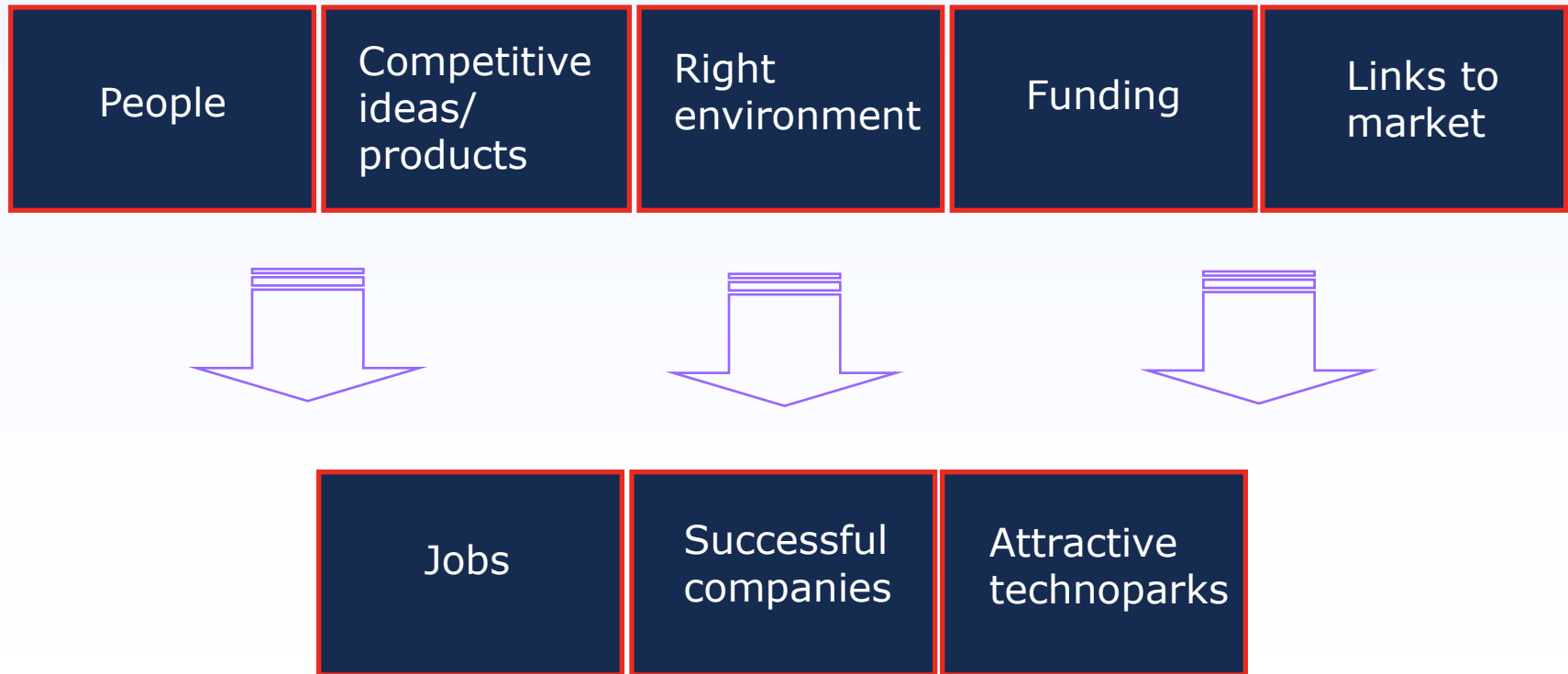| Output/USP	Support Needed	Examples	Scale Required
Academic	Probably already exists ?	Czech Govt guidelines	You know best
Contract Research	Project or Contract Managers and contract expertise	Any university or research institute	Typically 4-5 staff for €20m research turnover ?
Access	Price Structure, Access arrangements and possibly Industry Liaison staff	Diamond Light Source Limited	See benchmarks
Spinouts/ Licences etc.,	Technology Transfer Office/Company and IP Policy	Any university or research institute	Typically 4-5 staff for €20m research turnover ?

Building on real strengths ?

- There are those who believe that clusters can be built
- And there are those of us who believe that clusters occur
  - But they can be helped
  - How ? Through building **networks** and support framework for users
  - And there are resources out there to support these activities

The Boundaries ?

- ## Expectation
  - ### That commercialisation disrupts pure science
  - ### Times scales and resource
- ## Actual constraints
  - ### ERIC rules
  - ### Mission creep
  - ### Being clear in the vision ?

Facilitators

1) Bring them all together

2) To drive conversion process

3) To ensure it all happens at once

People	Competitive ideas/ products	Right environment	Funding	Links to market

Jobs	Successful companies	Attractive technoparks

The Characteristic Stages of a TT Office

- ## Stage 1 Funding and resource driven
  - Seeking critical mass and need for success stories
  - Funder metrics are critical

- ## Stage 2 Deal driven
  - Seeking to cover costs
  - Need to sustain networks
  - Profit and loss are an increasingly important metric

- ## Stage 3 Market consideration driven?
  - Driven by investor concerns or protectable market positions rather than 'chance'?

What needs to go into it ?

- **People**
  - Manager
  - Technical expertise
  - Commercial expertise
  - Legal expertise
  - Networking specialists
- **Resource**
  - Core costs
  - Costs to buy-in expertise
  - Legal costs
  - Networking
  - Seed funds if possible
- **Support of a developing culture**
  - Support from on high
  - Incentivisation
  - Transparency
  - Sensible policy
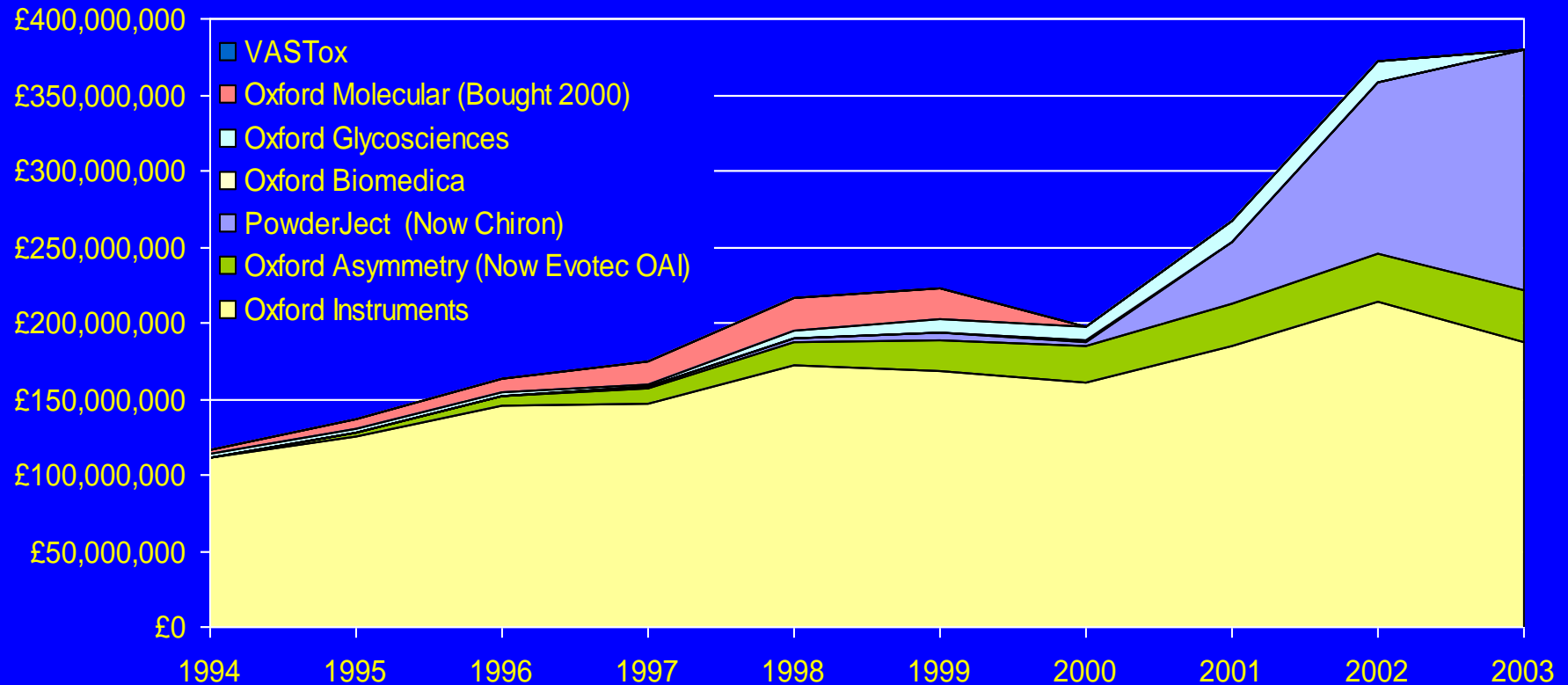 - Support where it is needed

Your Organisation?

- Your Pipeline?

- Where does your office 'fit' in the process?

- What commercialisation activity will you undertake or which is key ?
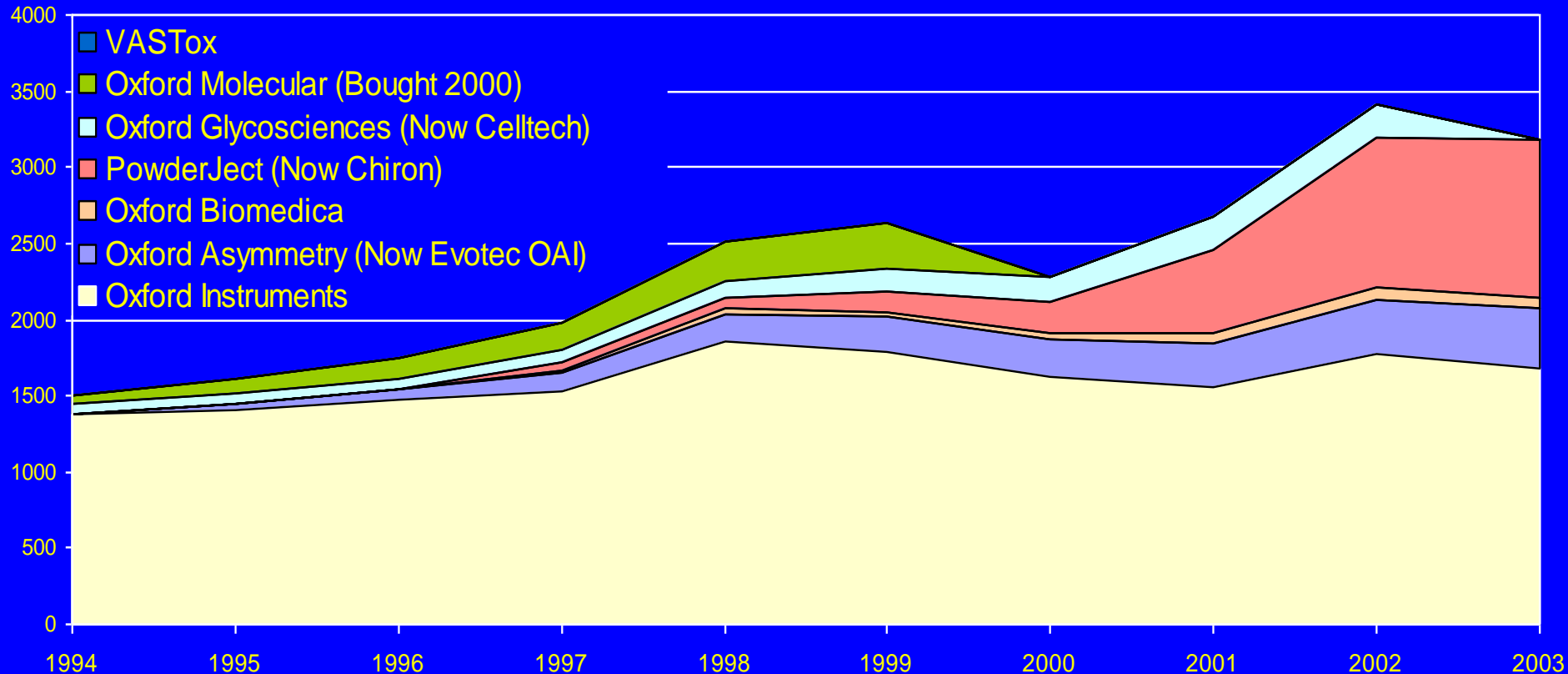
4. An Example of a TT Office

- Isis Innovation is the technology transfer office of the University of Oxford

- It does the patenting, licencing and spin-out function for the university (plus some other activity)

- It manages the royalty sharing and the equity splitting policy, and the financial returns from commercialisation for the university

- It has 60 staff, a turnover of > €5m and is an example of a very advanced specialist TTO

Turnover of Quoted Spinouts

Data Oxford Economic Observatory 2004

Jobs Created by Quoted Spinouts

Legend:
- VASTox
- Oxford Molecular (Bought 2000)
- Oxford Glycosciences (Now Celltech)
- PowderJect (Now Chiron)
- Oxford Biomedica
- Oxford Asymmetry (Now Evotec OAI)
- Oxford Instruments

Data Oxford Economic Observatory 2004

- There are a range of models
- There are many ways of seeking help and partners
- Choose wisely but acknowledge the key factors involved

Thank you for your attention- Questions?

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