Responsible Partnering
Gaining Grass Roots Support for Effective Collaborative R&D and Knowledge Transfer

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Companies and Knowledge Transfer
"Innovation Then and Now"

Basic ⇨ Applied Research ⇨ Development	→	"Innovation is much more than R&D"
In-house processes	→	Partnerships essential
Physical products	→	Growing service content
Proprietary "stuff"	→	Business process design
Technology as a main driver	→	What is the innovation driver?
Western brains	→	Brains are everywhere
Western standards	→	Whose standards?
Start by selling in the West	→	Which are our lead markets?

Enhancing Knowledge Transfer

Licensing and acquisition – *of IPR for new product or technology*

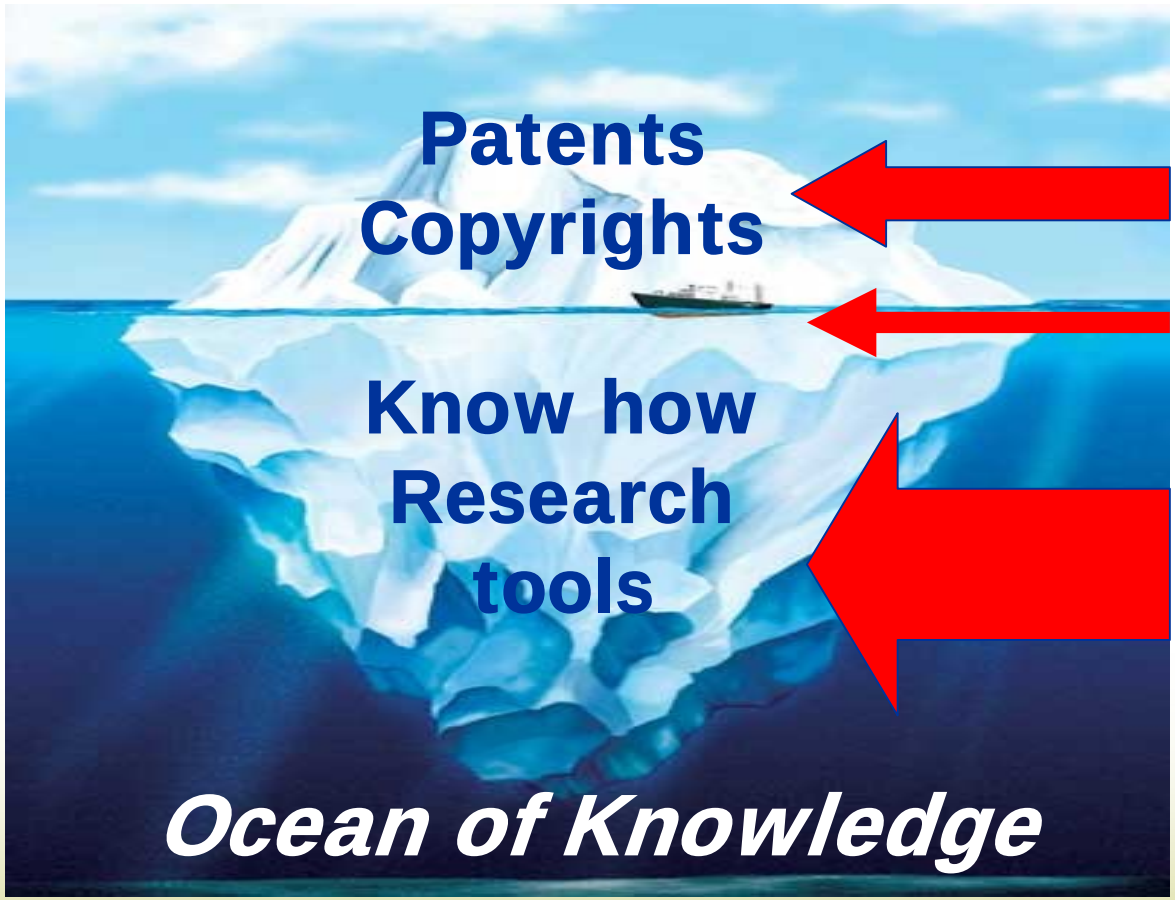
Investing in spin-off companies

Networking – *steering committees & boards, industrial student placements/interns*

Pre-competitive R&D – *e.g. public projects, Framework Programme, University/Institute Networks*

R&D projects – *sponsored by firms because university/RTO has special expertise or IPR*

Making more use of Knowledge from Public Research



Intellectual Property available for licensing

Spinouts

Collaborative Research Opportunities

Direct Embodiment

A university undertakes research and comes up with potentially valuable technology...

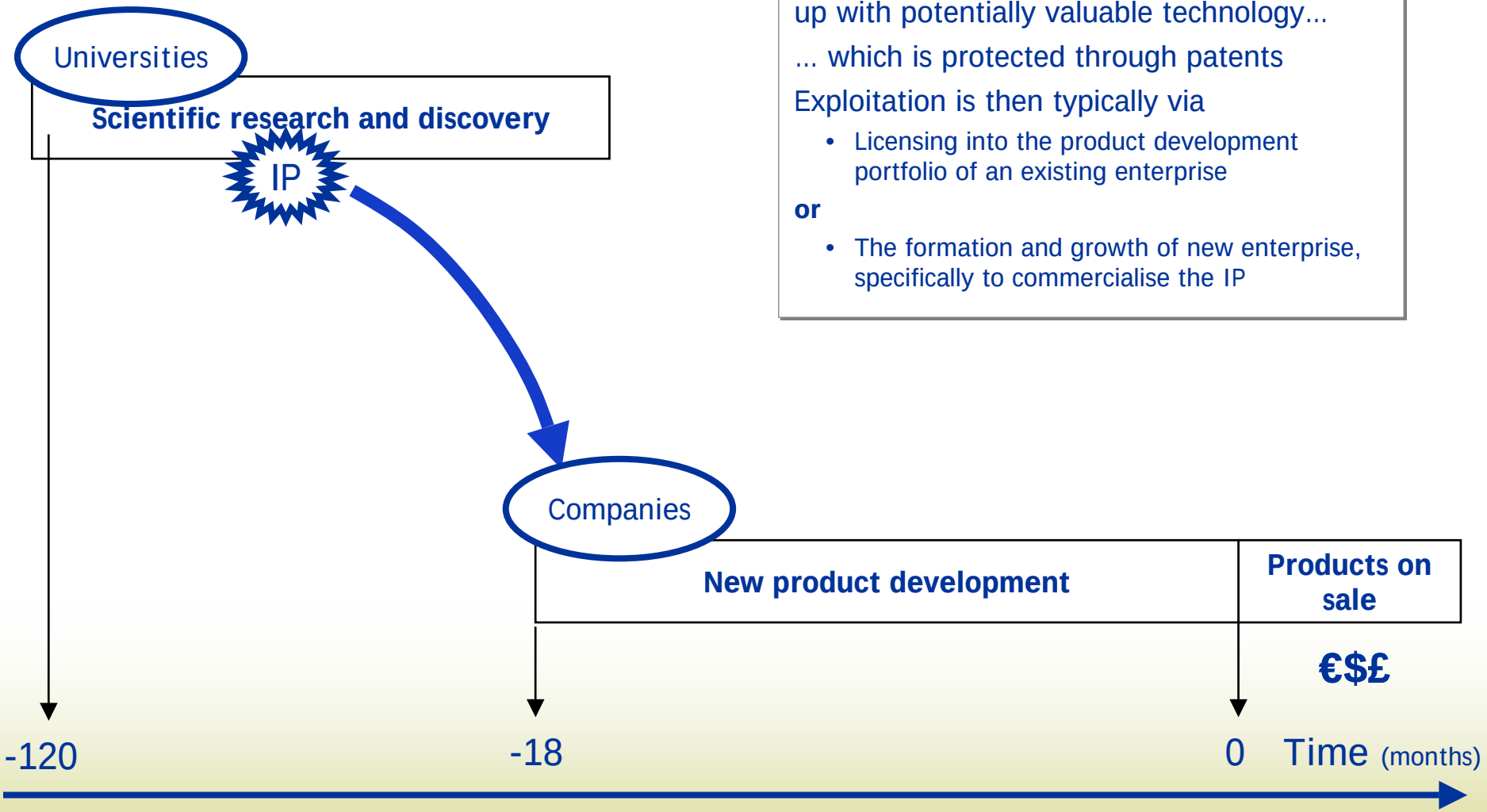
... which is protected through patents

Exploitation is then typically via

- Licensing into the product development portfolio of an existing enterprise

or

- The formation and growth of new enterprise, specifically to commercialise the IP



Direct Technology Embodiment is not an Effective Approach

- Technology-driven innovations fit into complex webs of products, services, commercial relationships and markets
  - Cannot easily be pursued as discrete propositions
- Development is a complex, expensive process
  - The “Valley of Death” for a typical breakthrough technology is at least 10 years wide and €20m deep
- Most research output is too ‘raw’ to be used directly
  - Cannot be adequately captured as formal IP
  - Results usually emerge in very different applications to those originally envisaged, with unexpected costs and timing
- Process of company formation and growth is fraught with many difficulties and risks not related to the potential of the IP

All's not well across the pond

- **Negotiation of intellectual property rights in sponsored research agreements has become a barrier to industry-university research collaboration in the United States.**
  - **more contentious**
  - **takes longer**
  - **increases transactional costs**
  - **little/no benefit results**

Tackling the common problems

Facilitate and accelerate agreements

Improving the management of IP by PRO

Aligning interests and culture

Addressing ownership of results, exclusivity

Project management and performance of PROs

Compensation of indirect PRO costs

Volatility of relationship

“Fair” share of returns in case of success

Responsible Partnering

Responsible Partnering is a voluntary code of conduct to develop collaborative research

Designed by practitioners on the basis of successful experience

Endorsed by the recent Esko Aho Report on Creating a More Innovative Europe

Extensively validated

Post-assessment in December 2007

Two governing principles

Maximum Beneficial Use of the knowledge generated by PROs.

- Excellence in generating knowledge by PROs
- Protection and use of IP
- Interaction with Industry

Responsible Use of this knowledge

- Sustain the research function of PROs
- Ensure knowledge is used to benefit the public interest

Ten actionable guidelines

Align interests

Treat collaboration strategically

Organize for long-lasting relationships

Provide the right professional skills

Establish clear intent

Good practices, regular communication, standardisation

Work towards more effective IP

Develop relevant training

View innovation as cross disciplinary

Foster strong research institutions

Key messages for Universities

Treat collaborative research as part of university excellence

Recognise different partners' legitimate interests

Invest in strategies that develop professionalism in collaborative research

Treat young people as being key to the change process

Public Research Organisations (RTOs) have a specific role

Translate Science into Products and Services

R&D partner for existing enterprises

Infrastructure and competence support for emerging Enterprises.

Knowledge Base for Policy Development.

Finding More Information

Guide available in several languages

Web site: www.responsible-partnering.org

Link to the web sites of supporting associations with more detailed good practices applicable to your situation.