

Extracts from UK Govt. Website

What do you mean by Knowledge Transfer?
Within a modern, knowledge driven economy, knowledge transfer is about transferring good ideas, research results and skills between universities, other research organisations, business and the wider community to enable innovative new products and services to be developed.

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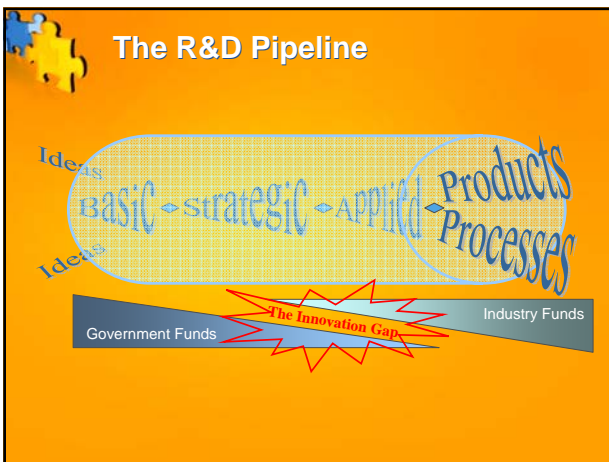
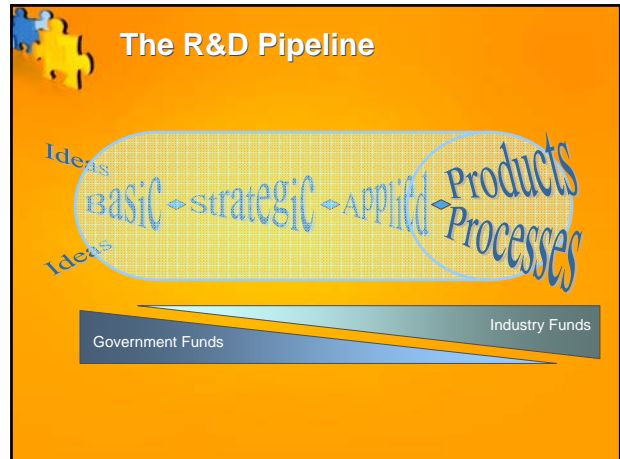
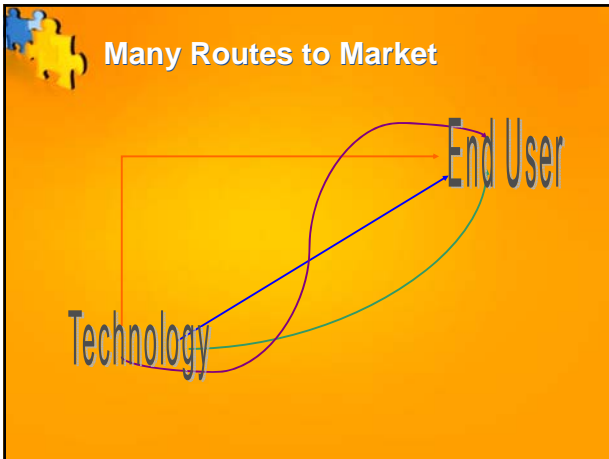
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Extracted from the Office of Science and Technology website

- ### Technology Categories
- A discovery
 - An invention
 - Know-how
 - Design
 - Copyright

- ### Who are the End-Users?
- Consumers/Citizens
 - Businesses (products, processes or services)
 - Researchers
 - Governments/Legislators
 - *Politicians/Lobbyists*
 - *The Media*

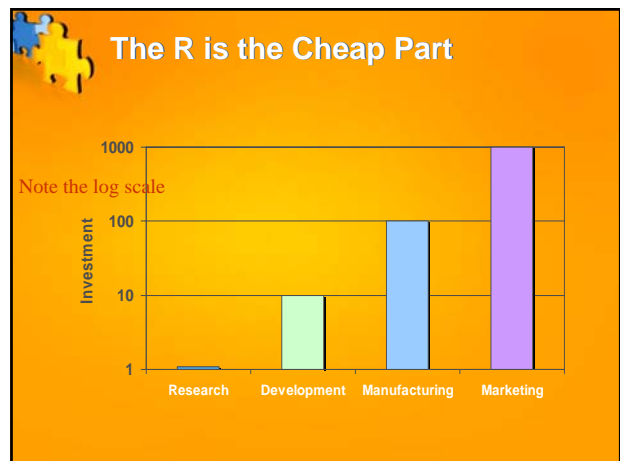
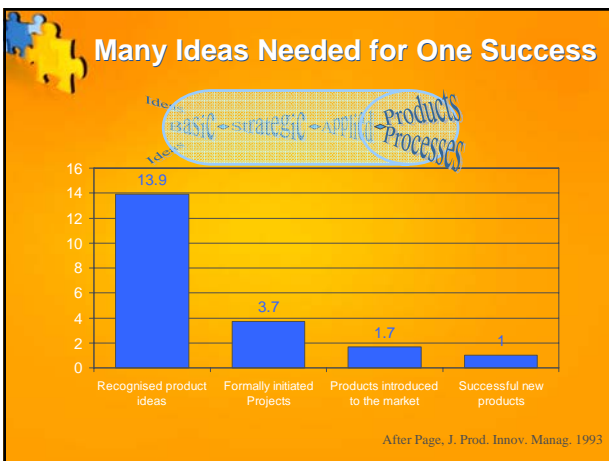
- ### What are the Routes to Market?
- Publish
 - Sell
 - License
 - Spin-out
 - Legislation
 - Best practice standards/advice
- } Protect or keep secret

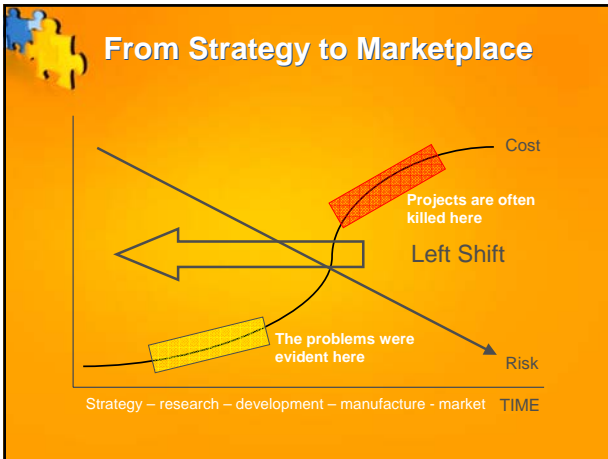


Not a New Problem

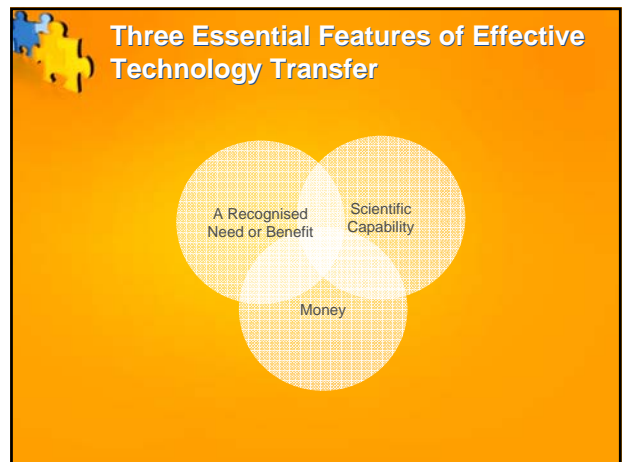
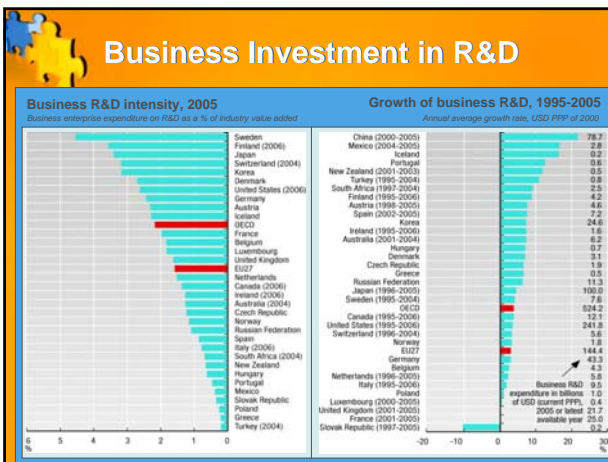
“The small band of British men have made revolutionary discoveries in science; but yet the chief fruits of their work have been reaped by businesses in Germany and other countries, where industry and science have been in close touch with one another.”

Alfred Marshall, Industry and Trade, 1919





- ### Project Attractiveness
- Fit to strategy ✓
 - Inventive merit
 - Durability of advantage
 - Reward
 - Uncertainty
 - Probability of technical success
 - Probability of business success
 - Exposure
 - R&D costs to completion or decision point
 - Time to completion or decision point
- Roussel, P. A. et al. (1991) Third Generation R&D – Arthur D Little



- ### Critical Success Factors for Innovation
- Sources of new technology
 - Capacity to absorb and exploit new technology (Technology Readiness Level)
 - Access to finance
 - Competition and entrepreneurship
 - Customers and suppliers
 - The regulatory environment
 - Networks and collaboration
- DTI Innovation Report, 2003

- ### Another View of Features of Success
- Clear need e.g. legislation
 - Economic case for adoption
 - Market demand for application (technology pull)
 - Early involvement of end users
 - Well publicised
 - Seen in practice
 - Affordable
 - Easily applied without understanding
 - The right relationships
- Modified from Bunyan, Bailey and Buckenham

Knowledge Transfer Challenges - 1

- Not enough technology PUSH
 - The funding imperative for researchers
 - Short-term contracts
 - Token attention to KT from funders
 - The wrong success measures (publications)
 - Limited entrepreneurship
 - The Innovation Gap

Knowledge Transfer Challenges - 2

- Variable technology PULL
 - Too much information
 - Limited time and money
 - Not always a technology plan for the business
 - Not always the right relationships
 - Most technologies not 'plug & play'
 - The Innovation Gap

Important Conclusions on TT

- Lack of effective communication a major reason for failure (MAFF, 1998)
- Receptiveness to Technology Push enhanced by better business planning (NZ Govt. review)

Levels of KT Communication

A Relationship Between Business Performance and Collaboration

	Increased range of goods and services	Opened new markets or increased market share	Improved quality of good and services	Reduced unit labour costs
Enterprises without a relationship with a University	42%	41%	46%	33%
Enterprises with a University Partner	82%	81%	85%	65%

Lambert Report 2003

“The best forms of knowledge transfer involve human interaction.”

Lambert Review, 2003

Connect and Catalyse