



## IU 21 KT Study

Support to the development and implementation of  
Innovation Union commitment 21 on knowledge transfer

Deliverable 3.2

# First Report on the Knowledge Transfer Stakeholder Forum

April 2014

Version 1.1

empirica GmbH (Bonn)



## About this document

This document is a report in work package (WP) 3 of the study “Support to the development and implementation of Innovation Union commitment 21 on knowledge transfer” (IU21KT Study). WP 3 is dealing with co-operation of knowledge transfer offices. Formally this document constitutes the study’s Deliverable 3.2 which is named “First Report on the Knowledge Transfer Stakeholder Forum”. The IU21KT Study also deals with two other specific aspects of knowledge transfer: intellectual property regimes (WP1) and model contracts (WP2).

Findings in this report are based on the first meeting of the Knowledge Transfer Stakeholder Forum on 13 February 2014 and on an online survey of the forum’s members.

The IU21KT Study is based on Service Contract No. RTD/DIRC/C1/2013/SI2.645215 between the European Commission, Research and Innovation Directorate General (principal contact: Tuomas Nousiainen), and DLA Piper (co-ordinator) as well as empirica GmbH. The study lasts from 4 March 2013 to 3 March 2015.

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## Authors

This report was prepared by empirica on behalf of the European Commission. The author was Stefan Lilischkis (empirica, Germany).

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# Executive Summary

## Background

This report presents results of the first meeting of the Knowledge Transfer Stakeholder Forum on 13 February 2014. The forum was set up in the framework of the IU21KT Study to support the development of an action plan towards enhanced KT networks and KTO co-operation in Europe. It includes 50 members who are affiliated with international and national KT and innovation associations, business, finance and academia.

## Results of the first meeting of the KT Stakeholder Forum

At the beginning of the first meeting of the KT Stakeholder Forum, the **European Commission** stressed the importance of knowledge transfer for the Innovation Union. DG Research and Innovation (DG RTD) will develop a next set of policy measures towards enhancing KT in Europe. The European Commission finds approaches for open innovation and co-creation of knowledge particularly promising – for which the term “knowledge transfer” may not be appropriate any more.

A keynote presentation by the president of **ASTP-Proton** stressed three items to strengthen KTOs and enhance KT in Europe: using the knowledge which is already available and spread it across Europe, exchanging best practices, and collaborating with others.

The League of European Research Universities (**LERU**) launched an initiative to create an Enterprise and Innovation Community (EIC). The EIC’s vision is to establish a network for knowledge exchange, enterprise and innovation for the social and economic benefit of the citizens of Europe. Its purpose is to help LERU universities promote social benefit and economic growth by promoting enterprise, innovation and knowledge exchange.

The **Demola** network offers practical co-creation of innovative solutions between students and enterprises. The most important lessons learned so far include that a common IPR policy is required to enable win-win-win situations; that the platforms need to be neutral and open for connecting ecosystem players and linking talents; and that smart facilitation and a lean approach are required to validate and scale the platforms’ operations.

“The **Innovation Commons**” is a UK platform for universities’ TTOs to interact with each other as well as with enterprises, consultants, and finance providers. The concept rests on three principal ideas: (1) tapping crowd wisdom for solving the common challenge of technology validation; (2) crowd sourcing for being able to scale business development; and (3) crowd resourcing, i.e. for closing the funding gap.

**VC funding** is scarce and in many cases not suitable for TT and KTOs’ activity. There are opportunities for VCs with the right skill set but investment in VC funds will not be from traditional sources. KTOs themselves may be better placed to establish commercially orientated seed funds and seek out co-investments from investment clubs and networks. Building relationships with funds takes time – KTOs can plug into existing VC deal flow networks.

The main lesson to be learned from **AUTM’s Global Technology Portal** is that a central portal can be done. It should be automatic and simple for members to populate, and it should be free for non-



members looking for technologies. Furthermore, effective marketing and communication is very important.

### Results of an online survey of KT Stakeholder Forum members

Following the first meeting of the KT Stakeholder Forum, empirica launched an online survey among the forum members in order to receive deeper insights about priorities in developing a roadmap for enhanced KTO co-operation and KT networks in Europe. The questionnaire comprised four sets of questions, related to KT skills, co-operation of KTOs, KTO co-operation with business, and KT finance. 50 members received an e-mail invitation to participate, 28 responded.

The votes of the KT Stakeholder Forum members can be ranked by answers of “very important”. It turned out that the following items were at the top, favoured by at least half of the respondents: (1) “Modernising” KT towards more flexible forms of interaction between universities and business (71% “very important”); (2) Developing high-level or specialist training offers for European KT professionals (61% “very important”); (3) Introducing mechanisms for more experienced European knowledge transfer funds to support less experienced ones (57% “very important”); (4) introducing mechanisms for KTOs in countries generally more advanced in KT to support KTOs in less advanced European regions (54% “very important”); and three items with 50% of answers of “very important: “developing KT skills for professionals across the whole system (KTOs, enterprises, government)”, “introducing mechanisms for more experienced KTOs to support less experienced ones”, and “enhancing KTOs’ co-operation with business angels”. According to the KT Stakeholder Forum members’ votes, these items may be considered as **possible priority issues for KT policy makers**. Notably, the top items were from all four fields of the survey: KT skills, KTO co-operation, KTOs’ co-operation with business, and KT finance. In other words: Apparently there is no field of that stands out to be most important for further developing KT, KTO co-operation and KT networks.

On the other side, two items were found to be at the bottom of attributed importance, assessed as very important by only 7% of the respondents: (18) enhanced marketing for making the Enterprise Europe Network (EEN) more widely known and used; and (18) establishing a new “European Technology Portal”.

### Conclusions and outlook

The team of the IU21KT study will use the results of the report about KTO co-operation in Europe (Deliverable 1) and the report about the first meeting of the KT Stakeholder Forum (Deliverable 2) to draft an action plan or agenda towards enhanced KT networks and KTO co-operation in Europe. The action plan will present concise policy recommendations. The KT Stakeholder forum will meet a second time towards the end of the study in order to validate and further refine the draft policy recommendations.



# 1. Background and objectives of this report

## Position of this report in the reporting sequence

This report presents findings of the IU21KT Study's research about co-operation of knowledge transfer offices (KTOs) and results of the first meeting of the Knowledge Transfer Stakeholder Forum in particular. The KT Stakeholder Forum was set up in the framework of this study to provide input and insights how to further strengthen KTOs and KTO cooperation in Europe. The forum includes 50 members who are affiliated with international and national KT and innovation associations, business, finance and academia. The forum met for the first time on 13 February 2014 in Brussels. It will meet a second time towards the end of the study.

This document is formally Deliverable (D3.2) in work package (WP) 3 of the study. Further Deliverables in this WP will include the 2<sup>nd</sup> Report on the meeting of the KT Stakeholder Forum (D3.3, month 24), and a Report on the operational development of platforms (D3.4, month 24).

## Objectives of the IU21KT Study and Innovation Union commitment 21

### Innovation Union

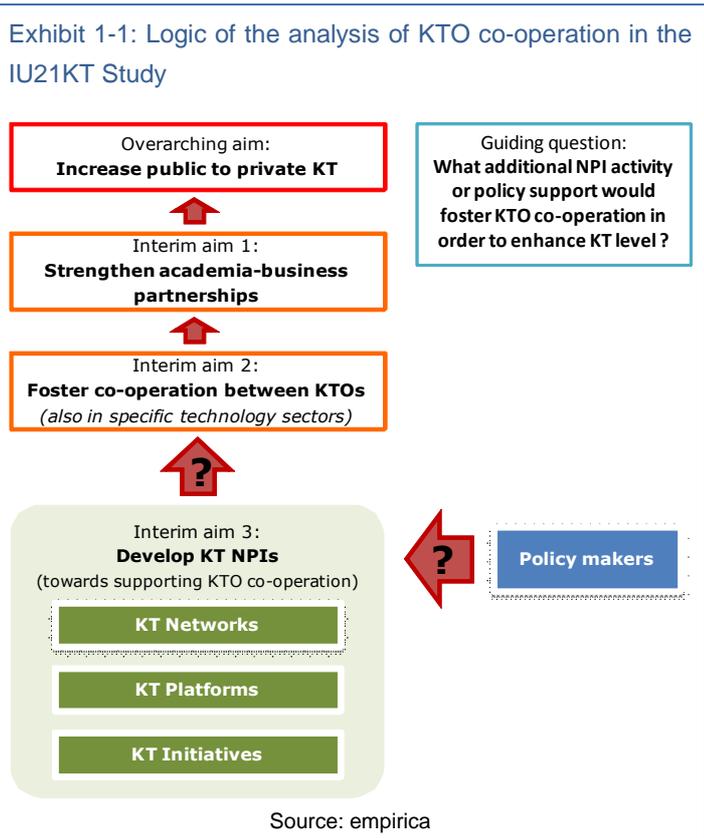
The objective of the IU21KT Study is to support the development and implementation of Innovation Union commitment 21 on knowledge transfer. This commitment is: "The Commission will facilitate effective collaborative research and knowledge transfer within the research Framework Programmes and beyond. It will work with stakeholders to develop a set of model consortium agreements with options ranging from traditional approaches to protect IP through to more open ones. *Mechanisms are also needed to further strengthen knowledge transfer offices in public research organisations, in particular through trans-national collaboration.*" The third sentence of this commitment, the one about strengthening KTOs which is put in italics, is the relevant part for this report. Technically it is considered here as Task 3.1(a) of the study.

More generally, according to the tender specifications, WP3 is to "strengthen partnerships between academia and business".

### KTO co-operation

Part (a) of Task 3.1 involves, as described in the tender specifications, "an analysis on the role and impact of existing European, national and regional networks, platforms and initiatives and their activities to identify what additional activity or support would enhance the level of knowledge transfer, be it generic or with a sector focus." This statement implicitly suggests that there might be room to further improve and enhance the role of European, national and regional networks, platforms and initiatives and their activities.

The tender specifications further elaborate that the analysis should specifically "identify the type of and the extent of existing collaboration between TTOs at national level, international level and at technology sector level in the existing networks, platforms and initiatives and identify gaps as well as options to enhance this collaboration. It should identify the role and impact of these networks and identify weaknesses and opportunities for additional activities as well as mechanisms for the latter. The networks to be considered should include in addition to KTO networks other innovation networks, platforms or partnerships which, although they have a broader remit, include Knowledge Transfer as a core part of their agenda".



The study is designed along these lines. This means that KTOs are considered in the context of the organisational networks, platforms and initiatives they are involved in.

The study considers **KTOs of all types**, for example: organisational units of a university or other public research organisation as well as independent legal entities; KTOs operating for single universities or single PROs as well as KTOs operating on behalf of several universities or PROs such as the German *Patentverwertungsagenturen* (PVA, patent valorisation agencies).

Exhibit 1-1 shows the logic of the analysis of KTO co-operation applied in this report.

### Structure of this report

This report is structured into five chapters: Following this introductory chapter 1, chapter 2 will present a summary of the main results of the first meeting of the KT Stakeholder Forum. Findings from the online survey of KT Stakeholder Forum members will be presented in chapter 3, and finally conclusions and policy implications in chapter 4. The annex includes a list of members of the KT Stakeholder Forum, the programme of its first meeting, and the questionnaire for the online survey.



## 2. Results of the first meeting of the KT Stakeholder Forum

### 2.1 The Commission's policy objectives about KT and KTOs

#### Opening statement Peter Dröll

The opening statement on the part of the European Commission was provided by Peter Dröll who is Acting Director of Directorate B “Innovation Union and European Research Area” of the European Commission’s DG Research and Innovation. DG RTD is currently developing the next set of innovation policy measures, preparing for the inauguration of the next Commission in 2015. KT will play a very important role. Peter Dröll focused on the Commission’s policy objectives about KT and KTOs which are directed towards fostering open innovation, co-creation and ecosystems as major trends in KT. While KT was never a linear process, it is more and more becoming an open process that increasingly involves multiple actors, also users and citizens. They are also involved through the internet and its new media. There is a trend from the so-called “triple helix” of public research, business, and government to a “quadruple helix” also involving users. One may even question whether “knowledge transfer” is still an appropriate term. “Knowledge exchange” may be better. Nevertheless, the role of KTOs as intermediators may become even stronger facing these developments.

#### Presentation Tuomas Nousiainen

Tuomas Nousiainen, DG RTD officer in charge of the IU21KT study, explained the background of the study, pointing to the Europe 2020 strategy flagship initiative on Innovation Union and the 2012 Communication on the European Research Area. Optimal circulation and transfer of scientific knowledge are one of the Communication’s key priorities. Member States are invited to ensure that public research contributes to open innovation and fosters knowledge transfer between public and private sectors through national knowledge transfer strategies. Research SHOs are invited to ensure optimal interaction and linkages and strategic partnering between academia and industry, and to improve recognition and professionalization of KT activities and strengthen the role of knowledge transfer offices. The Commission is committed to developing a comprehensive policy approach to open innovation (OI) and knowledge transfer.

In the context of developing a comprehensive policy approach to OI and KT, one of the Commission’s initiatives in 2013 was to establish an independent Expert Group on Knowledge Transfer and Open Innovation, dealing with two principal questions: 1) Is Europe less good than other parts of the world in “valorising” knowledge? 2) What can be done to foster knowledge sharing and utilisation and by whom? The aim of the group’s recommendations is to help increase the impact and accelerate the pace of exploitation of publicly funded research in Europe.

The IU21KT Study is another initiative in this field. Its main output will be, firstly, model consortium agreements and clauses that could be used to facilitate KT by universities and other public research organisations all over Europe, and, second, building networks and platforms to strengthen partnerships between academia and business through co-operation between knowledge transfer offices. For fulfilling these objectives, the views and inputs from stakeholders and KT practitioners are essential.



## 2.2 Keynote: strengthening KTOs and enhancing KT in Europe

### Presentation Sara Matt–Leubner, President ASTP–ProTon

In her keynote presentation, Sara Matt Leubner stressed three items to strengthen KTOs and enhance KT in Europe: “Use the knowledge which is already available and spread it across Europe”, “exchange best practices”, and “collaborate with others”. This should be supported by establishing and exchanging best practices for knowledge and technology transfer, by organising conferences and other events; organising training courses to professionalise the knowledge and technology transfer profession; bringing best practices to members through various communication channels; stimulating cooperation between KT/TT offices (e.g. staff exchange); as well as mentoring and recognition by peers in the profession. ASTP-ProTon is active in these fields.

The mission of ASTP-ProTon is to enhance the impact of public research on society. This is sought to be achieved by several means, including (1) collecting data on KT/TT in Europe that we can compare and benchmark with colleagues and institutions elsewhere in the world and that will assist decision making on the national and EU level; (2) establishing and exchanging best practices for knowledge and technology transfer, by organising conferences and other events; (3) by creating a pan European network of national networks (NAAC) to reach out to as many KT professionals as possible; (4) by establishing a KT profession through education and recognition; (5) by connecting KT professionals stronger to SMEs; and (6) by being the independent and neutral voice for KT in Europe.

Sara Matt-Leubner also stated that excellent knowledge transfer is crucial for the development of science based countries. In order to make the importance of KT more visible to all stakeholders, KT has to become a **recognised profession** – which is currently not the case.

Furthermore, it needs to be made sure that **industry** and in particular SMEs benefit from knowledge created at public research organisations. KTOs need to consider what industry wants. They need to assist TT professional to become more aware of SME needs, emphasise concrete needs of technological projects within SMEs. ASTP-ProTon considers involving industry representatives into the board of ASTP-PROTON. It also seeks to work closer with EEN and increase the collaboration with DG Enterprise and Industry.

## 2.3 Findings from the IU21KT Study about KTO co-operation

### Presentation Stefan Lilischkis

Stefan Lilischkis from empirica (Bonn, Germany) presented findings from an **online survey of KTOs** in summer 2013 in which 101 responses were received. Almost half came from four countries (UK, Germany, Italy, Austria), but there was not much difference between these countries and the overall results. Possibly the survey presents a positive selection of KTO professionals particularly interested in the co-operation issue. Empirica also conducted interviews with 13 KT experts.

The study found that the following **factors for successful KT** are particularly important: scientific excellence, KT skills, KT networks at large, and conducive KT procedures and set-up. Most experts interviewed found KTO co-operation important for KT in Europe. It helps reaching a “critical mass” of expertise, exchanging knowledge and good practices, jointly using and pool KT resources, and jointly commercialising technology.



The study also identified a series of major **barriers of KTO co-operation**: a lack of resources, discontinuities in KT personnel, competition among KTOs, lack of awareness about KT importance in university hierarchy, KTOs having different strategies and approaches, and, on the international level, different legal systems, contracts used, regulations, and language.

Suggested **policy measures** for enhancing KTO co-operation derived from the study include the following: KT personnel development was mentioned most frequently in the interviews. More funds should be made available for KTO co-operation, for example for KT professional exchange and KT fellowships. Second, European R&D programmes could direct European R&D projects more towards KT and KTOs. As regards R&D marketing, some interviewees suggested to introduce an annual European KT Convention, a kind of trade market for KTOs and KT. Furthermore, an online KT marketing platform offering technology was suggested to be introduced, similar to AUTM's Global Technology Portal. As regards KT organisation, it was found that the European Enterprise Network (EEN) may play an important role in enhancing KTO co-operation. The interviewees also stated that there is no need for a new KT organisation.

## Discussion

In the discussion it was pointed out that there is already an online platform for marketing technologies, the platform provided by the Enterprise Europe Network (EEN). Rather than investing into new platforms, the EEN platform could be used more. Several participants noted the importance of increasing marketing for the EEN platform. Many KTOs operate as EEN nodes. However, one participant said it may be better to use social media platforms to market technologies.

Furthermore, one participant stressed that policies for enhancing KTO co-operation need to consider the specific context in which KTOs are placed, i.e. the university or public research organisation they are related to.

## 2.4 LERU's Enterprise and Innovation Community

### Presentation Stephen Caddick

Stephen Caddick is Vice Provost for Enterprise at the University College London, UK, which is a member of the League of European Research Universities (LERU). LERU launched an initiative to create an Enterprise and Innovation Community (EIC) in 2013. The EIC's vision is to establish a network for knowledge exchange, enterprise and innovation for the social and economic benefit of the citizens of Europe. Its purpose is to help LERU universities promote social benefit and economic growth by promoting enterprise, innovation and knowledge exchange. The strategic priorities of the initiative are threefold: (1) creating networks in promoting entrepreneurship and innovation, (2) spreading good practice through events and collaboration, (3) advocacy and communication through publicity materials as well as policy work and position papers.

As regards **creating networks**, the EIC will develop a community of knowledge exchange advocates within universities, business communities and students. The EIC will involve students, entrepreneurs, TT professionals and others. Social networking tools and blogs will be very important tools for this community to interact. The role for business networks will need to be defined.



As regards **publicity and events**, the EIC works with LERU members and others to assess the design, structure and impact of events. Collaboration and consultancy are core themes. For example, the EIC will convene business networks and speed dating events.

As regards **advocacy and communication**, the EIC will collect data and information for high impact publicity, developing a prospectus by mid-2014, and economic analysis.

## Discussion

In the discussion, Stephen Caddick pointed out that larger universities have the responsibility to work with smaller ones, which is what the EIC does. There is a need to complement the professional networks of TTOs with networks that also involve students. One participant raised the question whether the EIC would go beyond LERU. Stephen Caddick replied that they are just experimenting, but anyone who wants to join the community should be able to do so.

## 2.5 KT Platforms I: The Innovation Commons

### Presentation Brian McCaul

Brian McCaul is co-owner of the NetWorth Company based in the UK. It operates “The Innovation Commons” (<http://theinnovationcommons.co.uk>), a platform for universities’ TTOs to interact with each other as well as with enterprises, entrepreneurs, consultants, and finance providers. The Innovation Commons’ concept rests on three principal ideas: (1) tapping crowd wisdom, i.e. “identifying IP ideas that will work as business realities” for solving the common challenge of technology validation; (2) crowd sourcing, i.e. “matching consultants with commercial opportunities” for being able to scale business development; and (3) crowd resourcing, i.e. “financing business developments for the next generation”, for closing the funding gap. As regards crowd resourcing, the Innovation Commons acts as a promoter of crowd funding and funding through business angels.

Currently the Innovation Commons involves eleven UK universities, mainly in Northern England, with further ones in the process of signing up. The Innovation Commons also offers membership options to small and medium-sized enterprises in order to suit their specific needs. It is important to keep the process as cheap as possible, and the people involved need to have the right skills and mentality.

The next steps in developing the Innovation Commons will include (1) embedding the innovation validation and ranking process into a trial grant or award allocation process. This process is ideal for providing objective, transparent and diverse validation of potential innovation projects. (2) Coordinating existing traction and growth of the entrepreneurial community to help existing universities in regions across Europe. (3) Develop the proposed funding aspects of the community via working with the universities and SMEs that are looking to connect more effectively to angel and crowd funding initiatives.

## Discussion

In the discussion Brian McCaul further pointed out that the Innovation Commons received grants from the UK’s IP Office. The Technology Strategy Board, which is the main innovation agency in the UK, also considers supporting the Innovation Commons. This would allow it to grow much further. He also said that the Innovation Commons reverts the usual logic of KT because it makes universities act as buyers, not as sellers. Overall the universities drive the process, not the clients.



## 2.6 KT Platforms II: The Demola network

### Presentation Ville Kairamo

Ville Kairamo is head and co-founder of the Demola network based in Tampere, Finland. Demola considers itself as “the leading platform to engage companies, talented students and universities in co-creation”. Demola seeks to trigger “novel combinations of knowledge, new innovation culture and entrepreneurial spirit”. It is a catalyst of practical university-business collaboration, connecting talents into teams to create solutions for challenges with the project partners. Students involved in Demola work on real cases, bringing them together with companies, university staff, and other experts in a multi-disciplinary team. Currently, Demola has seven centres in cities and regions in different European countries: Tampere (Finland), Vilnius (Lithuania), Budapest (Hungary), Oulu (Finland), South Sweden, East Sweden, and Maribor (Slovenia).

The most important lessons learned so far include the following: A common IPR policy is required to enable win-win-win situations; the platforms need to be neutral and open for connecting ecosystem players and linking talents; smart facilitation and a lean approach are required to validate and scale the platforms' operations. Demola offers successful practical co-creation as a catalyst for systemic innovation capabilities and new “platformed” innovation policies.

### Discussion

In the discussion the question was raised how Demola approaches companies and what they contribute. The answer was that in fact the companies approach Demola. They have to allocate a minimum of two hours per week to work with the students. As regards IP, the enterprises do not own everything but they have a priority access. However, the companies do not provide funds to the initiative – they are supposed to contribute their professional knowledge and style. Demola is funded through the regions and universities involved.

## 2.7 KTO co-operation with venture capitalists – how to design effectively?

### Presentation James Burnham

James Burnham is venture capital consultant based in London, UK. He described the European venture landscape as still tiny as an asset class – at best there is no more than € 5 billion per annum. VC managers are highly heterogeneous making it difficult to draw conclusions from statistics. The landscape is fragmented on regional lines – i.e. VC activity in Europe is still regional – both in terms of investment activity and capital raised, and the overall performance as an asset class is uncompetitive. Thus, the mainstream of European VC struggles to compete for investors. However, European VC investment activity is changing to respond to investor and company demands.

As regards the role of specialist **PRO and university seed funds**, they used to fill the “equity” gap. Their overall performance is difficult to judge but it is fair to say that their overall importance in the VC landscape is low. A recent study shows that portfolio companies attract more follow on capital but they are poorer at exits – the study raises more questions than it answers. The most interesting and



replicable funding vehicles manage to blend a level of private sector finance with public capital plus university endowment(s) and are attached to a university or group of universities. Examples include UMIP in Manchester, UK, and possibly Rock Spring Ventures.

In summary, VC funding is scarce and in many cases not suitable for TT and KTOs' activity. There are opportunities for VCs with the right skill set but investment in VC funds will not be from traditional sources. KTOs themselves may be better placed to establish commercially orientated seed funds and seek out co-investments from investment clubs and networks. Building relationships with funds takes time – KTOs can plug into existing VC deal flow networks.

## Discussion

In the discussion James Burnham stated that in his experience face-to-face meetings are most important for closing finance deals. Furthermore, he said that crowdfunding may have seen increased investments but it is a very new concept and there have not yet been exits yet that would prove the viability of the model. There was some controversy about the role of crowdfunding.

One participant said that there is a stream of funding to research and to technology development, but not to KT – a situation that should be changed. To this end, IP managers should be included in research activities.

One participant said that there needs to be a strategy how KTOs should develop in the future, including a financial strategy. Such strategies need to be implemented on any level – European, national, regional, and at the research institutions. Another participant added that the university would need to decide whether it wants to create an earning mechanism for the institution or whether KT has value in itself. There would be no straightforward answer to this issue. A further participant stated that there cannot be common guidelines for KTOs because they are so different, even in small countries.

## 2.8 AUTM's Global Technology Portal

### Presentation Lisa Matragrano

Lisa Matragrano is marketing specialist at the Emory University Office of Technology Transfer in Atlanta, US, and affiliated with the US Association of University Technology Managers (AUTM). Two years ago, there was no centralised listing site for technologies in the US. Firms had to visit each university's website individually. There were a couple of listings options but not all inclusive. There was public pressure that AUTM should have a related resource, also as an opportunity to present itself. AUTM thus launched the Global Technology Portal (GTP) (<http://gtp.autm.net/>).

The GTP's **purpose** is to improve TT efficiency through easy publishing options for technology summaries and being searchable by many fields. GTP connects university and government laboratories with industry and venture capitalists, seeking to identify the right firms with the right technologies and opening up access to the right contacts. Vice versa, it also seeks to connect industry and VCs with university and government labs through identifying matching technological solutions and laboratory capabilities.

GTP's **features with regard to university and research organisations** include the following: (1) Marketing technologies through non-confidential summaries. They can be uploaded from the institution's database, and downloads can be made from major IP Asset Management Systems. For all other systems, API is in an XML format. This approach allows marketing of technologies at no addi-



tional cost. (2) Startups and success stories can be posted. (3) Connecting with people in community to find other organisations for collaborations, funding, partnerships, licensing, and the like. Full access to the GTP is provided with AUTM Membership.

As regards **industry, start-ups, and VC firms**, GTP offers the following features: (1) Finding technologies to license for established companies, start-ups, and entrepreneurs. GTP lists more technologies than any other listing site. (2) Posting unmet needs to solicit solutions and to specify areas of interest. (3) Finding capabilities of academic organisations. (4) Identifying start-ups for funding, partnerships, mergers and acquisitions. Anyone can search this site free of charge.

GTP's major **strengths and opportunities** are related to enhanced visibility. GTP has the most technologies of any portal, with approximately 20,000 technologies and 150 startups listed. It offers a market as a one-stop shop for companies looking to license technologies and VCs looking to fund start-ups. GTP partners with other portals.

GTP has, however, still some **weaknesses and barriers to enter**. Currently, only around 25% of AUTM member universities have technologies posted on the GTP. Non-profit and government labs as well as non-members cannot afford or use funds toward membership. There is however a subscription access to GTP without AUTM membership as a low-cost alternative to list technologies. Industry partner non-members have free access to the site but may not know about it or how it can help them.

An **expert database** on GTP is a new initiative with the Coulter Foundation. It offers a database of experts that are actively vetted by AUTM members, including experts in operations, technology management, legal issues as well as venture capital and investment firms and entrepreneurs. The expert database increases communication between TT and outside firms.

In summary, the **main lesson to be learned** from the GTP is that a central portal can be done. Lisa Matragrano's recommendation is to make it automatic and simple for members to populate, and it should be free for non-members looking for technologies. Furthermore, effective marketing and communication is very important – such a portal needs to identify its target audiences and clearly market to them. Another recommendation is to be ready to partner with similar groups.



## 3. Towards an action plan for enhanced KT in Europe

### 3.1 About the online survey

#### Survey set-up

Following the first meeting of the KT Stakeholder Forum in Brussels on 13 February 2014, empirica launched an online survey among the forum members in order to receive deeper insights about priorities in developing a roadmap for enhanced KTO co-operation and KT networks in Europe. The questionnaire comprised four sets of questions, related to KT skills, co-operation of KTOs, KTO co-operation with business, and KT finance. The forum members could access the questionnaire on a dedicated website.

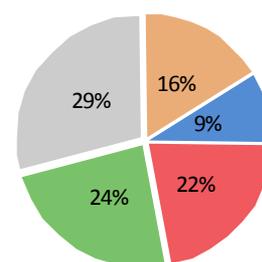
50 members received an e-mail invitation to participate, 28 responded. The response rate of more than 50% indicates high commitment for the work of this forum.

#### Survey participants

At the beginning of the questionnaire, the forum members were asked about their professional affiliation. Multiple answers were possible. 22% said they are affiliate with a European knowledge transfer or innovation association; 24% said they are affiliated with a national knowledge transfer or innovation association; a relative majority of 29% said they are affiliated with a knowledge transfer office; 16% stated they are affiliated with business (business association, enterprise, venture capital), and 9% said they have other affiliations. The composition of the sample reflects the actual composition of the KT stakeholder forum. The table and graphic in Exhibit 3-1 show the related figures.

Exhibit 3-1: Affiliation of survey participants

European knowledge transfer or innovation association	12	22%
National knowledge transfer or innovation association	13	24%
Knowledge transfer office	16	29%
Business (business association, enterprise, venture capital)	9	16%
Other	5	9%
<b>Total</b>	<b>55</b>	<b>100%</b>



Source: empirica, KT Stakeholder Forum member survey, February 2014

### 3.2 Enhancing KT skills

#### Developing coherent training offers for KT professionals

The very first survey question was about the importance of developing coherent training offers for KT professionals in Europe. There is wide agreement among European KT experts that such skills need

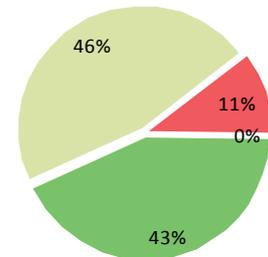


to be improved. As a recent report of an expert group on knowledge transfer and open innovation (KTOI) stated, “although the KTO profession has been maturing all over Europe, there is still a performance gap to be closed when compared to the US”<sup>1</sup>. The report dedicates a whole sub-chapter 3.2 to KT skills, expanding the perspective to skills not only in KT but also in open innovation. In a survey carried out in the IU21KT Study in 2013, several KT experts stressed the importance of KT skills for successful KT.<sup>2</sup> However, there are currently no coherent offers – the TT education and training scene is largely dispersed.<sup>3</sup> There are a few prominent suppliers on the international level such as ASTP-ProTon and the EuKTS but little is known about national TT professional training schemes.

Against this background, the vast majority of respondents found it important to develop coherent trainings schemes for KT professionals in Europe. As Exhibit 3-2 shows, 43% found it very important and 46% found it somewhat important. A minority of 11% of respondents found this item not important.

Exhibit 3-2: Developing coherent training offers for KT professionals all over Europe

Yes, this is very important	12	43%
Yes, this is somewhat important	13	46%
No, this is not important	3	11%
No answer	0	0%
<b>Total</b>	<b>28</b>	<b>100%</b>



Source: empirica, KT Stakeholder Forum member survey, February 2014

## Developing high-level or specialist training offers for KT professionals

The second question was whether there is a need for high-level or specialist training offers for European KT professionals. The background for this question was that there may be a lack of training on director and higher management level as well as special training for specific aspects of KT such as funding, business development and evaluating the commercial potential of new technology.<sup>4</sup> The KTOI expert group also calls for enhancing “management and leadership skills in the KT profession”.<sup>5</sup>

Almost two thirds of respondents (61%) found such high-level or specialist training would be very important. This was the second highest share of answers of “very important” of all items, indicating par-

<sup>1</sup> European Commission (2014), p. 48.

<sup>2</sup> See empirica (2013), p. 20.

<sup>3</sup> See the presentation by Sara Matt-Leubner at the forum meeting, available for download at [http://iu21kt.eu/fileadmin/IU21KT/documents/Workshops/First%20KT%20Stakeholder%20Forum%20meeting/1-Sara.Matt-Leubner\\_KT-Stakeholder-Forum\\_2014-02-13.pdf](http://iu21kt.eu/fileadmin/IU21KT/documents/Workshops/First%20KT%20Stakeholder%20Forum%20meeting/1-Sara.Matt-Leubner_KT-Stakeholder-Forum_2014-02-13.pdf), and the related summary above in this report.

<sup>4</sup> See the presentation by Sara Matt-Leubner at the first KT Stakeholder Forum, slide 21 in particular.

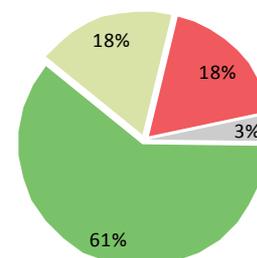
<sup>5</sup> European Commission (2014), p. 4 and 69.



ticularly high relevance of this issue. Further 18% said this is somewhat important. The same percentage of respondents said it is not important. One respondent (4%) did not answer this question.

Exhibit 3-3: Developing high-level or specialist training offers for European KT professionals

Yes, this is very important	17	61%
Yes, this is somewhat important	5	18%
No, this is not important	5	18%
No answer	1	4%



<b>Total</b>	<b>28</b>	<b>100%</b>
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Source: empirica, KT Stakeholder Forum member survey, February 2014

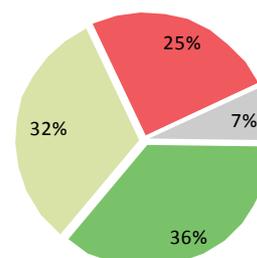
### Skills for KT professionals in specific European regions

The third question in the KT skills part of the survey was about developing KT skills for professionals in specific European regions. The underlying logic for this question was that there may be a specific need for KT training in Southern and Eastern Europe – an impression supported by findings of the European Commission’s Knowledge Transfer Study from 2010 to 2012<sup>6</sup> – but also in less advanced regions in the North and the West.

Here the answers were fairly evenly distributed. A relative majority of 36% of the respondents said this would be very important, 32% found it somewhat important, and 25% found it not important. Two respondents (7%) did not answer. The relatively low level of importance attributed to this issue may be that the experts see a need for improving KT skills all over Europe.

Exhibit 3-4: Developing KT skills for professionals in specific European regions

Yes, this is very important	10	36%
Yes, this is somewhat important	9	32%
No, this is not important	7	25%
No answer	2	7%



<b>Total</b>	<b>28</b>	<b>100%</b>
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Source: empirica, KT Stakeholder Forum member survey, February 2014

### KT skills for professionals across the whole system

A further question was to assess the importance of developing KT skills for professionals across the whole system of KT, i.e. KTOs, enterprises, and governmental entities. One of the experts inter-

<sup>6</sup> See empirica/FHNW/MERIT (2013), particularly the findings from the workshops covering 38 European countries.

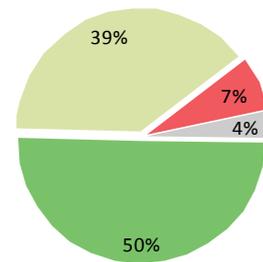


viewed for the IU21KT Study in 2013 pointed to such a need.<sup>7</sup> The rationale for this question was that it may not be sufficient to train KTO professionals – it does not go without saying that enterprises with which the KTOs deal have trained KT professionals. In particular, SMEs may not have enough expertise in dealing with KT and IP issues which makes negotiations cumbersome for KTOs as well as SMEs.

Half of the respondents (50%) stated that KT skills training for professionals across the whole system would be very important. This was among the five items with the highest shares of answers of “very important”, confirming its assumed high relevance. Further 39% said this would be somewhat important. Only 7% said it would not be important, and 4% (one respondent) did not answer.

Exhibit 3-5: Developing KT skills for professionals across the whole system (KTOs, enterprises, government)

Yes, this is very important	14	50%
Yes, this is somewhat important	11	39%
No, this is not important	2	7%
No answer	1	4%
<b>Total</b>	<b>28</b>	<b>100%</b>



Source: empirica, KT Stakeholder Forum member survey, February 2014

## Enhancing KT professionals' co-operation through events

The survey respondents were asked about the importance of funding more events that fuel co-operations between KT professionals from different locations, for example international KT workshops and KT conferences. The background for this question was that related needs were articulated in the previous interviews about KTO co-operation in the IU21KT study.<sup>8</sup>

Almost half of the respondents (46%) found it very important to fund more such co-operation events, and right a half (50%) said it would be somewhat important. Only one respondent said it would not be important. This may indicate that there is a need for continuous organisation of events where KT professionals can meet, exchange experience (and possibly also articulate their needs to policy makers). However, compared to other items of the survey, the attributed importance was a little lower.

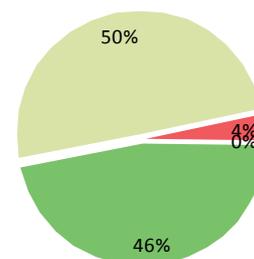
Exhibit 3-6: Funding more co-operations between KT professionals from different locations

<sup>7</sup> See empirica (2014), p. 41.

<sup>8</sup> See empirica (2014), p. 41.



Yes, this is very important	13	46%
Yes, this is somewhat important	14	50%
No, this is not important	1	4%
No answer	0	0%



<b>Total</b>	<b>28</b>	<b>100%</b>
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Source: empirica, KT Stakeholder Forum member survey, February 2014

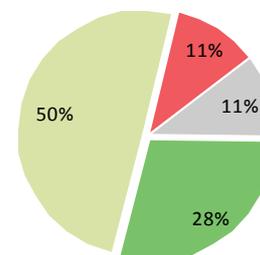
## Funding KT fellowships

The last question in the field of KT skills was about funding KT fellowships, i.e. KT professionals working abroad in other KTOs for a specified time. The background for this question was that such fellowships may allow KT professionals gaining very practical expertise in experienced KTOs. In the previous interviews for the IU21KT Study, several experts said they visited other KTOs early in their professional career and found it very rewarding.<sup>9</sup>

A little more than a quarter of the respondents (28%) found such KT fellowships very important; half of the respondents (50%) assessed them as somewhat important. This was a rather low level of agreement compared with the other items of the survey. 11% said this would be not important, and also 11% did not answer this question.

### Exhibit 3-7: Funding KT fellowships

Yes, this is very important	8	29%
Yes, this is somewhat important	14	50%
No, this is not important	3	11%
No answer	3	11%



<b>Total</b>	<b>28</b>	<b>100%</b>
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Source: empirica, KT Stakeholder Forum member survey, February 2014

## Individual statements about KT skills development

Several respondents seized the opportunity to add individual statements about KT skills development in Europe, touching many different issues.<sup>10</sup> One respondent called for “a scheme of incentivizing the incorporation of **people with strong business background/experience** into KT positions”.

Another one commented critically on **KT fellowships** because their funding “also requires replacing them, and that can be difficult as experienced staff are not easily available and training them also takes time”. This may be an explanation of the rather low level of agreement to funding fellowships in

<sup>9</sup> See empirica (2014), p. 41 and 49.

<sup>10</sup> The complete statements are included in annex 3.



the survey. The same respondent was in favour of “mentoring schemes”, suggesting the CERT-TTTM standard to show KTO managers what levels of understanding staff need to have.

A further respondent stressed (bold format by the author of the report) that “there is a need to increase the quality and **recognition of the KT profession**. This could be achieved by providing internationally recognised certification for KT professionals and a regulated quality and training framework for the accreditation of training providers. The association providing accreditation and certification must be independent from the training bodies.” This issue refers back to the KT skills issue discussed above in this report.

As regards **training offers**, one respondent said they already exist within ASTP-Proton, suggesting to “not start to develop new things but (...) use offers and infrastructures already in place”.

### 3.3 Enhancing co-operation among KTOs

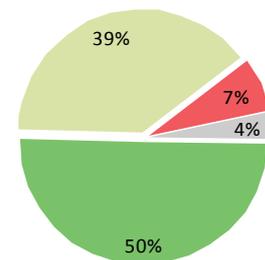
#### More experienced KTOs supporting less experienced ones

The second block of the online survey was about enhancing co-operation among KTOs, which is a core theme of the IU21KT Study. The recently published report of the expert group on knowledge transfer and open innovation reconfirms the importance of this issue: “stimulating interactions amongst KTOs can further enhance their impact in European innovation ecosystems.”<sup>11</sup>

The first question in this set was about introducing mechanisms for more experienced KTOs to support less experienced ones. The background for this question was a perceived need among European policy makers as well as KTO professionals – as found in the expert interviews for this study<sup>12</sup> – that such support could greatly enhance expertise of the less experienced KTOs in Europe. Half of the respondents (50%) found that such support would be very important, making it one of the five items with the highest support. 39% found this issue somewhat important, and only 7% found it not important. 4% (one respondent) did not answer this question.

Exhibit 3-8: Introducing mechanisms for more experienced European KTOs to support less experienced ones

Yes, this is very important	14	50%
Yes, this is somewhat important	11	39%
No, this is not important	2	7%
No answer	1	4%
<b>Total</b>	<b>28</b>	<b>100%</b>



Source: empirica, KT Stakeholder Forum member survey, February 2014

<sup>11</sup> European Commission (2014), p. 49.

<sup>12</sup> See empirica (2014).



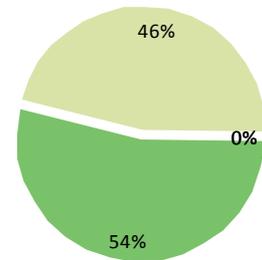
## KTO support from more advanced countries to less advanced ones

The second question was about introducing mechanisms for KTOs in countries generally more advanced in KT to support KTOs in generally less advanced European regions. The result was that more than half of the respondents (54%) found this very important and the remainder (46%) found it somewhat important. This unequivocal agreement underlines the importance of this issue which is also addressed by a Horizon 2020 call about capacity building in technology transfer.

The result may come as a little surprise considering the rather evenly distributed answers to the previous question about developing KT skills in particular European regions (see Exhibit 3-4). However, while the respondents may believe that KT skills generally need to be supported all over Europe, they may also believe that there is a need for specific support mechanisms from KTOs in more advanced countries to less experienced ones.

Exhibit 3-9: Introducing mechanisms for KTOs in countries generally more advanced in KT to support KTOs in less advanced European regions

Yes, this is very important	15	54%
Yes, this is somewhat important	13	46%
No, this is not important	0	0%
No answer	0	0%
<b>Total</b>	<b>28</b>	<b>100%</b>



Source: empirica, KT Stakeholder Forum member survey, February 2014

## Public support for establishing or enlarging national KT professional associations

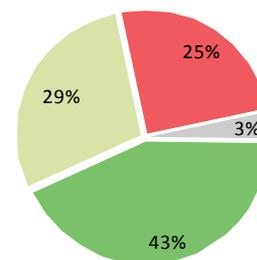
The respondents were then asked to assess the importance of public support for establishing or enlarging national KT professional associations. In the IU21KT study interviews there were statements that such public support could be beneficial in terms of a “pump-prime funding”.<sup>13</sup> It was stated that the UK government helped grow the UK’s national KT associations through such initial funding. A relative majority of 43% of the respondents found such support very important; further 29% found it somewhat important. However, a fairly large share of respondents (25%) said that such support would not be important.

Exhibit 3-10: Public support for establishing or enlarging national KT professional associations

<sup>13</sup> See empirica (2014), p. 39 and 41.



Yes, this is very important	12	43%
Yes, this is somewhat important	8	29%
No, this is not important	7	25%
No answer	1	4%



<b>Total</b>	<b>28</b>	<b>100%</b>
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Source: empirica, KT Stakeholder Forum member survey, February 2014

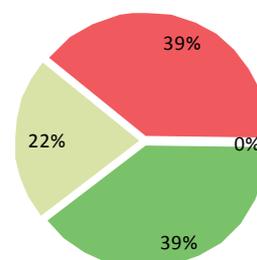
## KT online portals for KTOs to co-operate with each other and other professionals

The respondents were asked about the importance of establishing KT online portals for KTOs to co-operate with each other as well as with entrepreneurs, investors and consultants in order to access crowd wisdom, crowd sources and crowd funds. The background for this question was the promising experience of the Innovation Commons platform in the UK (<http://www.theinnovationcommons.co.uk>) which was presented at the KT Stakeholder Forum on 13 February 2014.<sup>14</sup>

The respondents were evenly divided about the benefit of such platforms: 39% found them very important, also 39% said they are unimportant. Further experiences from the Innovation Commons as well as from other similar platforms may show the strengths and weaknesses of such platforms and the preconditions for them to work.

Exhibit 3-11: Establishing KT online portals for KTOs to co-operate with each other as well as with entrepreneurs, investors and consultants

Yes, this is very important	11	39%
Yes, this is somewhat important	6	21%
No, this is not important	11	39%
No answer	0	0%



<b>Total</b>	<b>28</b>	<b>100%</b>
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Source: empirica, KT Stakeholder Forum member survey, February 2014

## Individual statements about KTO co-operation

Three respondents provided individual statements about KTO co-operation in addition.<sup>15</sup> One elaborated that "KTOs know who they want to learn from but a) cannot afford it b) have short term con-

<sup>14</sup> See the related presentation by Brian McCaul at [http://iu21kt.eu/fileadmin/IU21KT/documents/Workshops/First%20KT%20Stakeholder%20Forum%20meeting/5-Brian.McCaul\\_KT-Stakeholder-Forum\\_2014-02-13.pdf](http://iu21kt.eu/fileadmin/IU21KT/documents/Workshops/First%20KT%20Stakeholder%20Forum%20meeting/5-Brian.McCaul_KT-Stakeholder-Forum_2014-02-13.pdf) and the summary in section 2.5 above in this report.

<sup>15</sup> The complete statements are included in annex 3.



tracts so no incentive to invest in developing staff c) are nervous about approaching a larger ITO and being rebuffed as 'ignorant' or inexperienced. Building networks formal and informal would be of most use. Finally, some experienced KTOs are not experienced enough to understand that in some regions the type of KT activity will not be around contracts, licenses and spin-outs but around collaboration and relationships with SMEs".

A second respondent pointed out that "it all depends on how all measures are embedded". A third one noted that "such collaboration is important to enable KT professionals to exchange best practice and to ensure a voice for the profession in policy development. Assisting countries that have less developed KT skills is important for increasing the competitiveness of European industry".

### 3.4 Enhancing KTO co-operation with business

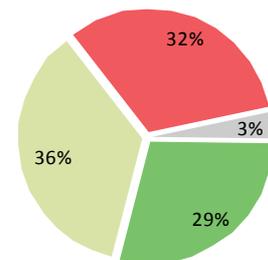
#### Establishing a "European KT Convention"

The third block of questions was about KTO co-operation with business, which is by definition an essential element of KT. The first question was about establishing a "European KT Convention", which could for example take place in the shape of an annual event where IP portfolios are presented to businesses and venture capitalists. This suggestion was made in the interviews for the first report in WP3 of this study.<sup>16</sup>

A relative majority of 36% of respondents noted "some importance" for such a convention, and a fairly equal share found it very important (32%) or not important at all (32%). This does at least not suggest an unequivocal need for a KT convention. Compared to the other items of the survey, the share of respondents attributing high importance to such a convention was rather low.

Exhibit 3-12: Establishing a "European KT Convention" (e.g. an annual event where IP portfolios are presented to businesses and VCs)

Yes, this is very important	8	29%
Yes, this is somewhat important	10	36%
No, this is not important	9	32%
No answer	1	4%
<b>Total</b>	<b>28</b>	<b>100%</b>



Source: empirica, KT Stakeholder Forum member survey, February 2014

#### Establishing a new "European Technology Portal"

The next question was about establishing a new "European Technology Portal", similar to the "Global Technology Portal" of the US Association for University Technology Managers (AUTM).<sup>17</sup> Again, the

<sup>16</sup> See empirica (2014), p. 42.

<sup>17</sup> See the related presentation by Lisa Matragrano at the first meeting of the KT Stakeholder Forum, available for download at <http://iu21kt.eu/fileadmin/IU21KT/documents/Workshops/First%20KT%20Stakeholder%20Forum%20me>

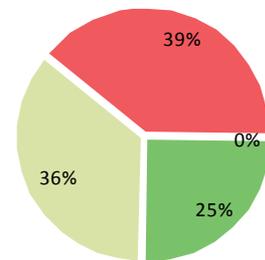


idea of introducing a European Technology Portal was uttered in the interviews for the first report of WP3 of the IU21KT study.<sup>18</sup> However, there was reservation among the respondents for such a portal. A relative majority of 39% said it would not be important; 36% said it would be somewhat important; and only a quarter (25%) said it would be very important.

One respondent reflected about the pros and cons of a “**European Technology Portal**”, stating that “a European Technology Portal may be of benefit to smaller companies. However many larger companies will tell you that they know the best researchers and that they have never sourced technology from a technology portal.” Two respondents were not convinced about the idea of establishing a new technology portal, one stating that “new databases are redundant even if they are not perfect. More should be done on active marketing and connecting KT to the SMEs”. Another asked to “please use existing tools events and infrastructure”.

Exhibit 3-13: Establishing a new “European Technology Portal” presenting technologies, capabilities, success stories, and the needs of universities and research organizations

Yes, this is very important	7	25%
Yes, this is somewhat important	10	36%
No, this is not important	11	39%
No answer	0	0%
<b>Total</b>	<b>28</b>	<b>100%</b>



Source: empirica, KT Stakeholder Forum member survey, February 2014

## Enhancing the functionality of the EEN’s technology database

In the first meeting of the KT Stakeholder Forum it was pointed out that there is already a technology database on European level, provided by the Enterprise Europe Network. An earlier study conducted by empirica found that the EEN’s website may however be suboptimal in terms of functionality.<sup>19</sup> Thus the survey included a question whether the functionality of this database should be enhanced.

Almost two thirds of respondents said this would be somewhat important, while 29% found it not important at all and only 7% said it would be very important. This indicates minor opportunities for improving the EEN’s technology database.

In the individual statements, one respondent commented critically on the **role of the EEN** and how it could be improved: “The EEN is cumbersome and invisible in many regions. IT needs an overhaul

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eting/8-Lisa.Matragrano\_KT-Stakeholder-Forum\_2014-02-13.pdf, and the summary in section 2.8 of this report.

<sup>18</sup> See empirica (2014), p 42.

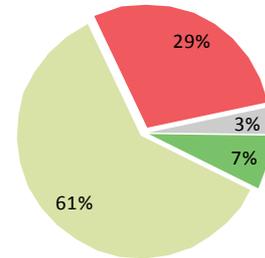
<sup>19</sup> Related statements were made by experts consulted in the framework of a study about “policies in support of high-growth innovative SMEs” (see empirica 2011), carried out in the INNO-Grips project on behalf of DG ENTR and completed by empirica in summer 2011.



but as it exists work should be undertaken to get its national 'owners' and its managers to change to a more business-aware approach. It is too passive.”

Exhibit 3-14: Enhancing the functionality of the EEN's technology database

Yes, this is very important	2	7%
Yes, this is somewhat important	17	61%
No, this is not important	8	29%
No answer	1	4%
<b>Total</b>	<b>28</b>	<b>100%</b>



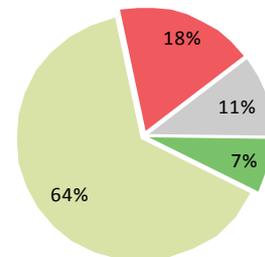
Source: empirica, KT Stakeholder Forum member survey, February 2014

### Enhancing marketing efforts for making EEN more widely known and used

Following the question about enhancing the functionality of the EEN's technology database, a further question asked whether it would be meaningful to enhance marketing efforts for making the Enterprise Europe Network more widely known and used. The result was very similar to the first question about the EEN: 64% of the respondents would find such activities “somewhat important”, 18% unimportant, and 7% very important. 11% did not answer this question. This was one of the lowest shares of answers of “very important” in the survey.

Exhibit 3-15: Enhancing marketing efforts for making the Enterprise Europe Network more widely known and used

Yes, this is very important	2	7%
Yes, this is somewhat important	18	64%
No, this is not important	5	18%
No answer	3	11%
<b>Total</b>	<b>28</b>	<b>100%</b>



Source: empirica, KT Stakeholder Forum member survey, February 2014

### Modernising KT

The last question in the block about KTOs' co-operation with business was whether it would be important to “modernise” KT towards more flexible forms of interaction between universities and business, for example open innovation and co-creation. This question reflected the opening remarks of the first meeting of the stakeholder forum by Peter Dröll from the European Commission as well as the presentation of the Demola Network<sup>20</sup> and the Enterprise Innovation Community<sup>21</sup> of the League

<sup>20</sup> As regards Demola see the presentation by Ville Kairamo available at <http://iu21kt.eu/fileadmin/IU21KT/documents/Workshops/First%20KT%20Stakeholder%20Forum%20me>

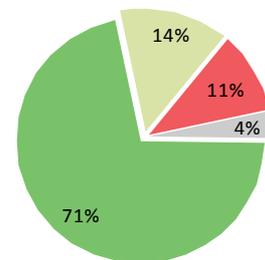


of European Research Universities in the forum meeting. The European Commission recently published a related report about open innovation and knowledge transfer.<sup>22</sup> This report calls for “nurturing and accelerating the development of universities and PROs into entrepreneurial institutions”.<sup>23</sup> This also affects the role of KTOs which “would have to be transformed from isolated entities into fully embedded professional service units within universities and research organizations”.<sup>24</sup> An OECD report about commercialising public research also pays attention to “co-creation”.<sup>25</sup>

The survey result was straightforward: Almost three quarters of the respondents (71%) said that such a “modernisation” would be very important. This was the highest share of all items in the survey. Further 14% said it would be somewhat important, and only 11% found it not important. One respondent did not answer this question. This result strongly suggests extending the traditional understanding and practice of knowledge transfer.

Exhibit 3-16: “Modernising” KT towards more flexible forms of interaction between universities and business

Yes, this is very important	20	71%
Yes, this is somewhat important	4	14%
No, this is not important	3	11%
No answer	1	4%
<b>Total</b>	<b>28</b>	<b>100%</b>



Source: empirica, KT Stakeholder Forum member survey, February 2014

### Individual statements about enhancing KTOs’ co-operation with business

Five respondents provided individual comments about KTOs’ co-operation with business.<sup>26</sup> One elaborated that “I am not an advocate for public administrations to do what existing business associations and public research organisations (PROs) should be doing. Universities and PROs should be incentivised (i.e. rankings, research funding related to KT) to work with businesses and be proactive in KT, including establishing their own events. MIT for example is already doing a very good job with their TR35 and investment forum events in Spain as well as other countries.”

eting/6-Ville.Kairamo\_KT-Stakeholder-Forum\_2014-02-13.pdf and the summary above in section 2.6 of this report.

<sup>21</sup> See the presentation by Stephen Caddick at [http://iu21kt.eu/fileadmin/IU21KT/documents/Workshops/First%20KT%20Stakeholder%20Forum%20meeting/4-Stephen.Caddick\\_KT-STakeholder-Forum\\_2014-02-13.pdf](http://iu21kt.eu/fileadmin/IU21KT/documents/Workshops/First%20KT%20Stakeholder%20Forum%20meeting/4-Stephen.Caddick_KT-STakeholder-Forum_2014-02-13.pdf) and the summary in section 2.4 above in this report.

<sup>22</sup> European Commission (2014).

<sup>23</sup> European Commission (2014), p. 8.

<sup>24</sup> European Commission (2014), p. 8.

<sup>25</sup> OECD (2013), p. 29 – 36.

<sup>26</sup> The complete statements are included in annex 3.



## 3.5 Enhancing KT finance

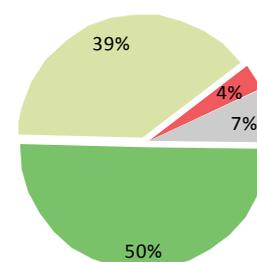
### KTOs' co-operation with business angels

The European Commission considers KT finance as a particularly important element in activities towards enhancing KT, KTO co-operation and KT networks. The first meeting of the KT Stakeholder Forum included a presentation about KTO co-operation with venture capitalists.<sup>27</sup> The 2014 report of the KTOI expert group dedicated one of four priority actions to “smart integration of capital into the ecosystem”, seeking to “build more innovation-friendly financial instruments and institutions”<sup>28</sup>. A report by the OECD about “commercialising public research” also dedicates a whole chapter to this issue.<sup>29</sup> Thus four related questions were included in the online survey.

The first question was about enhancing KTOs' co-operation with business angels for funding the commercialisation of new technologies. Half of the respondents (50%) found this very important, further 39% found it somewhat important, and only one respondent (4%) found it unimportant. Two respondents (7%) did not answer this question. This result is a clear recommendation to further develop KTOs' relationships with business angels.

Exhibit 3-17: Enhancing KTOs' co-operation with business angels for funding the commercialisation of new technologies

Yes, this is very important	14	50%
Yes, this is somewhat important	11	39%
No, this is not important	1	4%
No answer	2	7%
<b>Total</b>	<b>28</b>	<b>100%</b>



Source: empirica, KT Stakeholder Forum member survey, February 2014

### KTOs' co-operation with crowd funds

The next question about KT finance asked whether it would be important to enhance KTOs' access to crowd funding for commercialising new technologies. In recent years crowdfunding emerged as an alternative instrument of collecting type of venture funding. The 2014 report of the KTOI expert group states that this new type of entrepreneurial finance has the “potential to significantly change the VC ecosystem”<sup>30</sup>.

<sup>27</sup> See the related presentation by James Burnham at [http://iu21kt.eu/fileadmin/IU21KT/documents/Workshops/First%20KT%20Stakeholder%20Forum%20meeting/7-James.Burnham\\_KT-Stakeholder-Forum\\_2014-02-13.pdf](http://iu21kt.eu/fileadmin/IU21KT/documents/Workshops/First%20KT%20Stakeholder%20Forum%20meeting/7-James.Burnham_KT-Stakeholder-Forum_2014-02-13.pdf) and the summary above in section 2.7 of this report.

<sup>28</sup> European Commission (2014), p. 6.

<sup>29</sup> See OECD (2013), chapter 4.

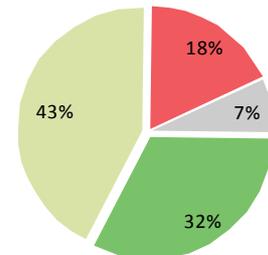
<sup>30</sup> European Commission (2014), p. 14.



The respondents of the online survey were somewhat reserved. A third (32%) stated such co-operation would be very important, 43% found it somewhat important, and 18% found it unimportant. 7% did not answer this question. The rather reserved results, compared with the previous question about co-operation with business angels, may reflect the controversial discussion about crowd funds at the first meeting of the stakeholder forum. Anyway, there appears to be a majority of respondents recommending to develop closer links between KTOs and crowd funds.

Exhibit 3-18: Enhancing KTOs' access to crowd funding for commercialising new technologies

Yes, this is very important	9	32%
Yes, this is somewhat important	12	43%
No, this is not important	5	18%
No answer	2	7%
<b>Total</b>	<b>28</b>	<b>100%</b>



Source: empirica, KT Stakeholder Forum member survey, February 2014

### Introducing mechanisms to support less experienced KT funds

The next question was about introducing mechanisms for more experienced European knowledge transfer funds (KTFs) to support less experienced counterparts. The survey questionnaire defined KTFs as seed and early stage venture capital funds investing specifically into spin-offs from universities and other public research organisations.<sup>31</sup> This question was included as an issue parallel to the support of more experienced KTOs for less experienced ones. It will also be part of a forthcoming European project for capacity building of TT.

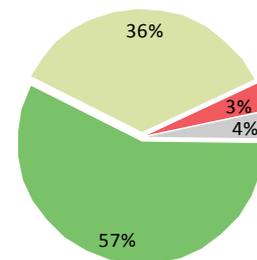
More than half of the respondents (57%) found mechanisms for more experienced KTFs to support less experienced ones very important. This was the third-largest share in the survey, indicating particularly high importance of this issue. Further 36% found it somewhat important, and only one respondent (4%) found it unimportant. One respondent did not answer this question. Compared to the question about more experienced KTOs supporting less experienced ones, two more respondents found KTF support to less experienced counterparts very important. This may reflect that there are much fewer KTFs than KTOs in Europe, and that the existing KTFs may overall be less experienced than the KTOs. There may thus be an even stronger need to support the development of KTFs. Currently there is not even a European association representing the interests of KTFs and offering related training or opportunities to exchange experience with each other.

Exhibit 3-19: Introducing mechanisms for more experienced European knowledge transfer funds to support less experienced ones.

<sup>31</sup> See a similar definition in Munari/Pasquini/Toschi (2013), p. 7.



Yes, this is very important	16	57%
Yes, this is somewhat important	10	36%
No, this is not important	1	4%
No answer	1	4%



<b>Total</b>	<b>28</b>	<b>100%</b>
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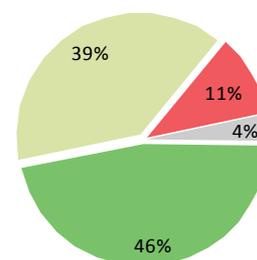
Source: empirica, KT Stakeholder Forum member survey, February 2014

### Introducing mechanisms to enhance joint investments of experienced KT funds

The last question in the survey was about introducing mechanisms for enhancing co-operation between more experienced European knowledge transfer funds in order to increase joint investments into technologies from universities and public research organisations. This question reflects the European Commission’s intention to increase such joint investments across national borders. Almost half of the respondents (46%) found this very important, further 39% found it somewhat important, only 11% found it unimportant, and one respondent (4%) did not answer this question. This may indicate a rather strong need to introduce mechanisms for joint investments.

Exhibit 3-20: Introducing mechanisms for enhancing co-operation between more experienced European knowledge transfer funds to increase joint investment

Yes, this is very important	13	46%
Yes, this is somewhat important	11	39%
No, this is not important	3	11%
No answer	1	4%



<b>Total</b>	<b>28</b>	<b>100%</b>
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Source: empirica, KT Stakeholder Forum member survey, February 2014

### Introducing mechanisms to enhance joint investments of experienced KT funds

Five stakeholders commented individually on the different issue of enhancing KT finance, two of them rather extended. The first one stated that “these need to be further explored and better defined, the question is not enhancing but how to enhance, not introducing new mechanisms but which ones are already working elsewhere. On the other hand, Proof of Concept funding (that bridges the gap between research and a prototype or proof of concept that INDUSTRY will be interested in looking at) is currently lacking. More R&D investment is also needed (Europe needs to reach that 3%GDP level soon if it wants to compete with Japan and the US).”

A second extended comment referred more generally to the research base at universities and the related role of KTOs: “The technology is there and is being developed. The big issue, the elephant in the room, is the number of universities where the research base is not strong enough to produce good technology, but might, for ex-ample, be very good at training staff for companies. The growing spread of research assessment at national levels is helping Rectors to realise this but more needs to



be done to be realistic about research quality, and thus what the KTO focus should be. At present many KTOs do not know if they are working with top class research or not.”

Related to finance, one respondent argued that “the perspective of finance will force KTOs to perform more professionally. TTOs should learn to present more professional and more thought through cases-the VCs now claim they do not get enough GOOD cases to finance. How is this connected to KTO performance?”

A specific concise statement was critical about the EIF: “Please do not use the EIF for the implementation of the transfer fund!!!!” However, no explanation was provided for this statement.

Finally, one respondent said that “all initiatives that make funding more accessible for KTO projects are welcome”.

### 3.6 Overview of results

The votes of the KT Stakeholder Forum members can be shown in an overview table ranking answers of “very important”. It turns out that the following four items are at the top, favoured by at least half of the respondents:

1. “Modernising” KT towards more flexible forms of interaction between universities and business.
2. Developing high-level or specialist training offers for European KT professionals.
3. Introducing mechanisms for more experienced European knowledge transfer funds to support less experienced ones.
4. Introducing mechanisms for KTOs in countries generally more advanced in KT to support KTOs in less advanced European regions.
5. Developing KT skills for professionals across the whole system (KTOs, enterprises, government)
5. Introducing mechanisms for more experienced KTOs to support less experienced ones
5. Enhancing KTOs’ co-operation with business angels

One may interpret this ranking as a hint to those issues which may deserve most attention from policy makers among the items considered.

It turned out that the top items are from all four fields of the survey – KT skills, KTO co-operation, KTOs’ co-operation with business, and KT finance. In other words: Apparently there is no field of that stands out to be most important for further developing KT, KTO co-operation and KT networks. It also turned out that the vast majority of items, 17 of 19, were assessed as “very important” by at least a quarter of the respondents. This may indicate an overall high importance which the Stakeholder Forum members attribute to further developing KT in Europe.

On the other side, two items were found to be at the bottom of importance, assessed as very important by only 7% of the respondents:



18. Enhancing the functionality of the EEN's technology database.

18. Enhanced marketing for making EEN more widely known and used.

One may consider these items as the ones requiring least attention from KT policy makers.

Exhibit 3-21: Overview table: ranking survey items by answers of “very important”

No	Item	% of answers of „very important“
1	“Modernising” KT towards more flexible forms of interaction between universities and business	71%
2	Developing high-level or specialist training offers for European KT professionals	61%
3	Introducing mechanisms for more experienced European knowledge transfer funds to support less experienced ones	57%
4	Introducing mechanisms for KTOs in countries generally more advanced in KT to support KTOs in less advanced European regions	54%
5	Developing KT skills for professionals across the whole system (KTOs, enterprises, government)	50%
5	Introducing mechanisms for more experienced KTOs to support less experienced ones	50%
5	Enhancing KTOs' co-operation with business angels	50%
8	Funding more co-operations between KT professionals from different locations	46%
8	Introducing mechanisms for enhancing co-operation between more experienced European knowledge transfer funds to increase joint investment	46%
10	Developing coherent training offers for European KT professionals	43%
10	Public support for establishing or enlarging national KT professional associations	43%
12	Establishing KT online portals for KTOs to co-operate with each other as well as with entrepreneurs, investors and consultants	39%
13	Developing KT skills for professionals in specific European regions	36%
14	Enhancing KTOs' co-operation with crowd funding	32%
15	Funding KT fellowships	29%
15	Establishing a “European KT Convention”	29%
17	Establishing a new “European Technology Portal”	25%
18	Enhancing the functionality of the EEN's technology database	7%
18	Enhanced marketing for making EEN more widely known and used	7%

Source: empirica, KT Stakeholder Forum member survey, February 2014



## 4. Conclusions and outlook

### Outlook to further work in the IU21KT study

On the basis of this report, the IU21KT study will continue work about KTO co-operation until the end of the study in early March 2015. The stakeholder forum will meet again for a second time, possibly towards the end of 2014 or in early 2015. The study team will produce a road map for further discussion among the forum members, possibly in task forces on certain subjects. The result is planned to be an action plan for enhancing KTO co-operation which will suggest recommendations to European and national policy makers. This action plan will be presented and discussed at the second meeting, to be finalised after the event for publication and dissemination.



## References

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# Annex 1: First KT Stakeholder Forum meeting

## Stakeholder Forum members

No.	Name of priority candidate	Organisation, position	Country
<b>(1)</b>	<b>KT and innovation organisations</b>		
	<i>International</i>		
1	Sara Matt-Leubner	President, ASTP-ProTon	AT
2	Marc Bethenod	Licensing Executives Society (LES) France	FR
3	Asier Rufino	Director General, Tecnalia Ventures / Member of Steering Committee and Executive Board, European Association of Research and Technology Organisations (EARTO)	ES
4	Christine Robinson	General Manager, Technology Innovation International (TII)	UK/L U
5	Dorien Wellen	International Research Universities Network (IRUN), Radboud University Nijmegen / Member of DG RTD Expert Group on KT&OI	NL
6	Stephen Caddick	League of European Research Universities (LERU)	UK
7	Lidia Borrell-Damián	European University Association (EUA), Secretary General	UK
8	Richard Tuffs (Replacement for first meeting: Berwyn Davies)	European Regions Research and Innovation Network (ERRIN), Director / Head of Office, Welsh Higher Education Brussels	UK/ EU
9	Theun Baller	CESAER – the Conference of European Schools for Advanced Engineering Education and Research / Dean, Faculty for Mechanical, Maritime and Materials Engineering, TU Delft	NL/ EU
10	Lisa Matragrano	Office of Technology Transfer, Emory University / Association of University Technology Managers (AUTM)	US
	<i>National / regional</i>		
11	Michel Morant	Liaison Entreprises-Universités (LIEU) / Vice President, ASTP-ProTon	BE
12	Lieselotte Riegger	Technologie-Allianz, Board of Directors	DE
13	Christophe Haunold (Replacement for 1 <sup>st</sup> meeting: Stéphanie Kuss)	Président du Réseau C.U.R.I.E. (Director)	FR
14	Jean-Charles Hourcade	France Brevet	FR
15	David Bembo	Deputy Director & Head of Research Development, Research, Innovation & Enterprise Services, Cardiff University / Chair, Association for University Research and Industry Links (AURIL)	UK
16	Maxine Ficarra	Executive Director, PraxisUnico	UK
17	Andrea Berti	University of Padua / NETVAL	IT
18	Santiago Romo	RedOtri Past President / Director, Universidad Rey Juan Carlos TTO	ES
19	Boguslaw Weglinski	IP Management Poland	PL
20	Pat Frain	EuKTS co-ordinator / past chair ProTon Europe, AURIL, ITTIG	EI
21	Maria Moura Oliveira	University of Porto, KTO / Formerly: University Technology Enterprise Network (UTEN), Executive Director	PT
22	Karen Laigaard	University of Copenhagen TT / TechTrans – National Network for Technology Transfer	DK
23	Ivan Dvorak	AKTOP	CZ
24	Stefan Kohler	Board, swITT / Director, PACCT Technology Transfer, University of Lausanne	CH
25	Gabriel Vladut	Director, Craiova Research Institute for Engineering and Automatic Systems / President, Romanian Association for Technology Transfer and Innovation	RO
<b>(2)</b>	<b>KTOs</b>		
	<i>Universities</i>		



26	Bojil Dobrev	University of Sofia, TTO	BG
27	Vlatka Petrovic	University of Zagreb, TTO manager	HR
28	Morten Öien	General Council, HUNT Biosciences (owned by Norwegian University of Science and Technology)	NO
29	Tamas Bene	University of Debrecen, TTO manager	HU
	<i>Other PROs</i>		
30	Lorenz Kaiser	Fraunhofer-Gesellschaft, Division Director for legal and contractual affairs	DE
31	Frank M. Salzgeber	Head of Technology Transfer Programme, European Space Agency	EU
32	Spela Stres	Head of technology Transfer and Innovation centre CTT – Jožef Stefan Institute / ASTP-Proton Vice President	SI
33	Susie Andersen Ruff	Head of Innovation and Technology Transfer, The Capital Region of Denmark	DK
<b>(3)</b>	<b>Business</b>		
	<i>Associations / organisations</i>		
34	Daniel Michel Judkiewicz	Secretary General, European Industrial Research Management Association (EIRMA)	EU
35	Rudolf Lichtmannegger	Deputy Head the Economic Policy Department, Austrian Federal Economic Chamber / European Association of Craft, Small and Medium-Sized Enterprises (UEAPME)	AT / EU
36	Petra Püchner	Managing Director, Steinbeis-Europa-Zentrum of Steinbeis Innovation gGmbH / Enterprise Europe Network	EU
	<i>Venture capital</i>		
37	James Burnham	Communications and Public Affairs Consultant (Formerly EVCA)	UK
38	Michael Collins	EVCA, Public Affairs Director	UK
39	Luis Galveias (Replacement for first meeting: Pablo Garrido)	European Business Angels Network	EU
40	Erik Vermeulen	Philips	NL
41	Sara Secall	Director, Inveready Biotech II, Inveready Technology Investment Group	ES
42	William Stevens	Chief Executive Officer Xaline Consult sprl / Director of the International Venture Club / Chief Executive Officer, e-Unlimited	BE
	<i>Individual companies</i>		
43	Maria Tavares	DSM	CH
44	Brian McCaul	Director, Net Worth Ltd	UK
45	Leo Baumann	Nokia, Brussels office	DE/FI
46	Gillian McFadzean	Senior Consultant, Helix Advisory Services Ltd	UK
47	Ville Kairamo	Demola Tampere	FI
48	Tapio Koivu	CEO, Makery	FI
<b>(4)</b>	<b>KT experts from academia</b>		
49	Guido Westkamp	Professor in Intellectual Property and Comparative Law, Queen Mary University of London	DE/UK
50	Bruno van Pottelsberghe	Solvay Brussels School of Economics and Management, Vice Dean	BE



## Agenda

Time	Sessions
09.15 – 10.00	<p><b>Welcome and introduction</b></p> <ul style="list-style-type: none"> <li>Peter Dröll, Acting Director, Directorate B “Innovation Union and European Research Area”, European Commission, DG Research and Innovation: the Commission’s policy objectives about KT and KTOs – fostering open innovation, co-creation and ecosystems</li> </ul> <p>Brief questions and answers</p> <ul style="list-style-type: none"> <li>Tour de table</li> <li>Patrick van Eecke, Partner, DLA Piper: current status of the IU21KT Study</li> </ul>
10.00 – 10.45	<p><b>Keynote</b></p> <p><b><i>The way forward to strengthening KTOs and enhancing KT in Europe</i></b></p> <ul style="list-style-type: none"> <li>Sara Matt-Leubner, President, ASTP-ProTon</li> </ul> <p>Discussion</p>
10.45 – 11.00	<i>Coffee and tea break</i>
11.00 – 12.15	<p><b>Theme: KTO co-operation</b></p> <p><b><i>KTO co-operation and suggested policy measures: survey findings</i></b></p> <ul style="list-style-type: none"> <li>Stefan Lilischkis, Senior Consultant, empirica GmbH (Germany)</li> </ul> <p><b><i>Enterprise Innovation Community - large KTOs support smaller ones</i></b></p> <ul style="list-style-type: none"> <li>Stephen Caddick, League of European Research Universities (LERU) (United Kingdom)</li> </ul> <p>Discussion</p>
12.15 – 13.15	<i>Lunch break</i>
13.15– 14.30	<p><b>Theme: KT networks</b></p> <p><b><i>The Innovation Commons – crowd wisdom, sourcing and funding for KT</i></b></p> <ul style="list-style-type: none"> <li>Brian McCaul, Net Worth Ltd (United Kingdom)</li> </ul> <p><b><i>From KT to co-creation: the Demola network</i></b></p> <ul style="list-style-type: none"> <li>Ville Kairamo, Head of Demola Network, Demola Tampere (Finland)</li> </ul> <p>Discussion</p>
14.30 – 14.45	<i>Coffee and tea break</i>
14.45 – 16.00	<p><b>Theme: KT finance</b></p> <p><b><i>KTO co-operation with venture capitalists – how to design effectively?</i></b></p> <ul style="list-style-type: none"> <li>James Burnham, Communications and Public Affairs Consultant (UK)</li> </ul> <p><b><i>The Global Technology Portal – enhancing investment opportunities?</i></b></p> <ul style="list-style-type: none"> <li>Lisa Matragrano, Marketing Manager, Office of Technology Transfer, Emory University (Atlanta, US) / Association of University Technology Managers (US) (via real-time video)</li> </ul> <p>Discussion</p>
16.00 – 16.25	<p><b>Electronic voting</b></p> <p><b><i>Priority policy measures to strengthen KTOs and KT networks in Europe</i></b></p> <ul style="list-style-type: none"> <li>Stefan Lilischkis, empirica GmbH: towards an action plan for enhanced KTO co-operation and KT networks in Europe</li> </ul> <p>Discussion</p>
16.25 – 16.30	<p><b>Conclusions</b></p> <ul style="list-style-type: none"> <li>Tuomas Nousianen, European Commission, DG Research and Innovation</li> </ul>
Moderation: Stefan Lilischkis, empirica, Bonn (Germany)	



## Annex 2: Online survey questionnaire

### Knowledge Transfer Stakeholder Forum survey: Actions to be taken to improve KT networks and KTO co-operation

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This survey is conducted as a follow-up to the first meeting of the Knowledge Transfer Stakeholder Forum held on 13 February 2014. Only members of this forum are invited to participate in the survey.

The survey is meant to gain insight into the most important actions European and national policy makers should take to improve networks of KT professionals and co-operation between knowledge transfer offices.

Filling in the questionnaire should not take longer than 5-10 minutes. If you wish to interrupt the survey and continue later, please click the related buttons at the bottom. If you encounter any difficulties or if you have any questions, please contact stefan.lilischkis@empirica.com.

We would be very pleased if you answered the questions to support the development of KT policy making. Results of the survey will be made available to all forum members.

With kind regards

Stefan Lilischkis

empirica, Bonn

KT Stakeholder Forum Manager

#### (1) Your professional background

To what type of organisation are you affiliated? (Check all that apply.)

<i>Code</i>	<i>Question</i>
1.1.1	<input type="checkbox"/> European knowledge transfer or innovation association
1.1.2	<input type="checkbox"/> National knowledge transfer or innovation association
1.1.3	<input type="checkbox"/> Knowledge transfer office
1.1.4	<input type="checkbox"/> Business (business association, enterprise, venture capital)
1.1.5	<input type="checkbox"/> Other



## (2) Proposed measures to enhance KT networks

Please assess how important the following proposed activities are for enhancing knowledge transfer in Europe. Assess whether the proposed activities are very important, somewhat important, or not important.

### KT skills enhancement

There is wide agreement that KT skills need to be enhanced. How do you assess the importance of the following specific suggestions?

#### Question

	Yes, this is very important	Yes, this is somewhat important	No, this is not important	No answer
Developing <b>coherent training offers</b> for KT professionals all over Europe	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Developing <b>high-level or specialist training offers</b> for European KT professionals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Developing KT skills for professionals in <b>specific European regions</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Developing KT skills for professionals across the <b>whole system</b> (KTOs, enterprises, government)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Funding more <b>co-operation between KT professionals</b> from different locations (e.g. workshops, conferences)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Funding <b>KT fellowships</b> (KT professionals working abroad for a specified time)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:



### KTO co-operation

	Yes, this is very important	Yes, this is somewhat important	No, this is not important	No answer
Introducing mechanisms for more experienced European KTOs to <b>support less experienced KTOs</b> .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Introducing mechanisms for KTOs in countries generally more advanced in KT to <b>support KTOs in less advanced European regions</b> .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public support for establishing or enlarging <b>national KT professional associations</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Establishing <b>KT online portals</b> for KTOs to cooperate with each other as well as with entrepreneurs, investors and consultants (accessing crowd wisdom, crowd sources and crowd funds)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

### KT networks with business

	Yes, this is very important	Yes, this is somewhat important	No, this is not important	No answer
Establishing a “ <b>European KT Convention</b> ” (e.g. an annual event where IP portfolios are presented to businesses and VCs)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Establishing a new “ <b>European Technology Portal</b> ” presenting technologies, capabilities, success stories, and the needs of universities and research organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Enhancing the <b>functionality</b> of the <b>Enterprise Europe Network</b> 's technology database.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Enhancing <b>marketing</b> efforts for making the <b>Enterprise Europe Network</b> more widely known and used.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
“Modernising” KT towards <b>more flexible forms of interaction</b> between universities and business (open innovation, co-creation, ...)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Comments:

### KT finance

	Yes, this is very impor- tant	Yes, this is somewhat important	No, this is not impor- tant	No an- swer
Enhancing KTOs' co-operation with <b>business angels</b> for funding the commercialisation of new technologies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Enhancing KTOs' access to <b>crowd funding</b> for funding the commercialisation of new technologies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Introducing mechanisms for more experienced European <b>knowledge transfer funds</b> (seed and early stage venture capital funds investing specifically into spin-offs from universities and other public research organisations) to support less experienced ones.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Introducing mechanisms for enhancing co-operation between more experienced European <b>knowledge transfer funds</b> to increase joint investment into technologies from universities and other public research organisations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:



## Annex 3: Individual statements to online survey

### Statements on enhancing KT skills

content and cooperation should also address development of vision strategy and execution on campus, regional, national and international level
Though on the job training for KT professionals is important, this issue would be in my opinion better addressed by a scheme of incentivizing the incorporation of people with strong business background/experience into KT positions.
Funding of KT Fellowships also requires replacing them, and that can be difficult as experienced staff are not easily available and training them also takes time. Mentoring schemes and using the CERT-TTTM ( for example) standards to show KTO managers what levels of understanding and skill staff need to have would be very useful.
It is not clear if we are to evaluate against the current status of development of these suggested measures, or what we find important in general. For example, networking events are important, but there is so many of them already.
more private money less Gov
There is a need to increase the quality and recognition of the KT profession. This could be achieved by providing internationally recognised certification for KT professionals and a regulated quality and training framework for the accreditation of training providers. The association providing accreditation and certification must be independent from the training bodies.
Funding B2B events for knowledge transfer. Events in South-Est Europe with participation of the more experienced European KTOs are recommended.
training offers, etc, are very important and already exists within ASTP-Proton. so please, let us not start to develop new things but let's use offers and infrastructures already in place. ASTP-Proton offers training, master classes and certification already and does a jolly good job. PS Re question 1) I am from a Technology Transfer Office not a knowledge transfer office.
My ideal answers to Q2 and Q6 would have been between somewhat important and not important.
First developing KT skills for professionals on global market and further on developing KT skills for professionals in specific European regions and/or all over Europe.

### Statements on enhancing KTO co-operation

KTOs know who they want to learn from but a) cannot afford it b) have short term contracts so no incentive to invest in developing staff c) are nervous about approaching a larger ITO and being rebuffed as "ignorant" or inexperienced. Building networks formal and informal would be of most use. Finally, some experienced KTOs are not experienced enough to understand that in some regions the type of KT activity will not be around contracts, licenses and spin-outs but around collaboration and relationships with SMEs.
It all depends on how all measures are embedded. Do you want an estimate of probable success wrt. present conditions to be a factor in answering these questions or not?
Such collaboration is important to enable KT professionals to exchange best practice and to ensure a voice for the profession in policy development. Assisting countries that have less developed KT skills is important for increasing the competitiveness of European industry.

### Statements on enhancing KTO co-operation with business

I am not an advocate for public administrations to do what existing business associations and Public research organisations (PROs) should be doing. Universities and PROs should be incentivised (i.e. rankings, research funding related to KT) to work with businesses and be proactive in KT, including establishing their own events. MIT for example is already doing a very good job with their TR35 and investment forum events in Spain as well as other countries.
THE EEN is cumbersome and invisible in many regions. IT needs an overhaul but as it exists work should be undertaken to get its national "owners" and its managers to change to a more business-aware approach. It is too passive.
New databases are redundant even if they are not perfect. More should be done on active marketing and connecting KT to the SMEs.
Please use existing tools events and infrastructure.
A European Technology Portal may be of benefit to smaller companies. However many larger companies will tell you that they know the best researchers and that they have never sourced technology from a technology portal.



## Statements on enhancing KT finance

These need to be further explored and better defined, the question is not enhancing but how to enhance, not introducing new mechanisms but which ones are already working elsewhere. On the other hand, Proof of Concept funding (that bridges the gap between research and a prototype or proof of concept that INDUSTRY will be interested in looking at) is currently lacking. More R&D investment is also needed (Europe needs to reach that 3%GDP level soon if it wants to compete with Japan and the US).

The technology is there and is being developed. The big issue, the elephant in the room, is the number of universities where the research base is not strong enough to produce good technology, but might, for example, be very good at training staff for companies. The growing spread of research assessment at national levels is helping Rectors to realise this but more needs to be done to be realistic about research quality, and thus what the KTO focus should be. At present many KTOs do not know if they are working with top class research or not.

The perspective of finance will force KTOs to perform more professionally. TTOs should learn to present more professional and more thought through cases-the VCs now claim they do not get enough GOOD cases to finance. How is this connected to KTO performance?

Please do not use the EIF for the implementation of the transfer fund!!!!

All initiatives that make funding more accessible for KTO projects are welcome.