

# Responsible Partnering between research and business organisations

*Joining forces in a world  
of open innovation*

# This Presentation Concerns...

- The growing interest in effective knowledge transfer
- The opportunities and benefits that come from handling this task well
- Responsible Partnering as a model
- Where to find more information

**There is growing interest in  
effective knowledge transfer  
from public research**

# Signals of change

- Lisbon agenda for leadership in the “Knowledge Economy” highlights role of public research
- New paradigm of “open innovation” is spreading in Industry
- Universities in Europe are learning to manage IP rights

# Challenges for Companies

- Products & services becoming multi-technology to serve higher level needs
- Strategic collaborations increase
- Assemble available technologies into new business models
- IP instruments increasingly used for trading knowledge
- New opportunities for SMEs

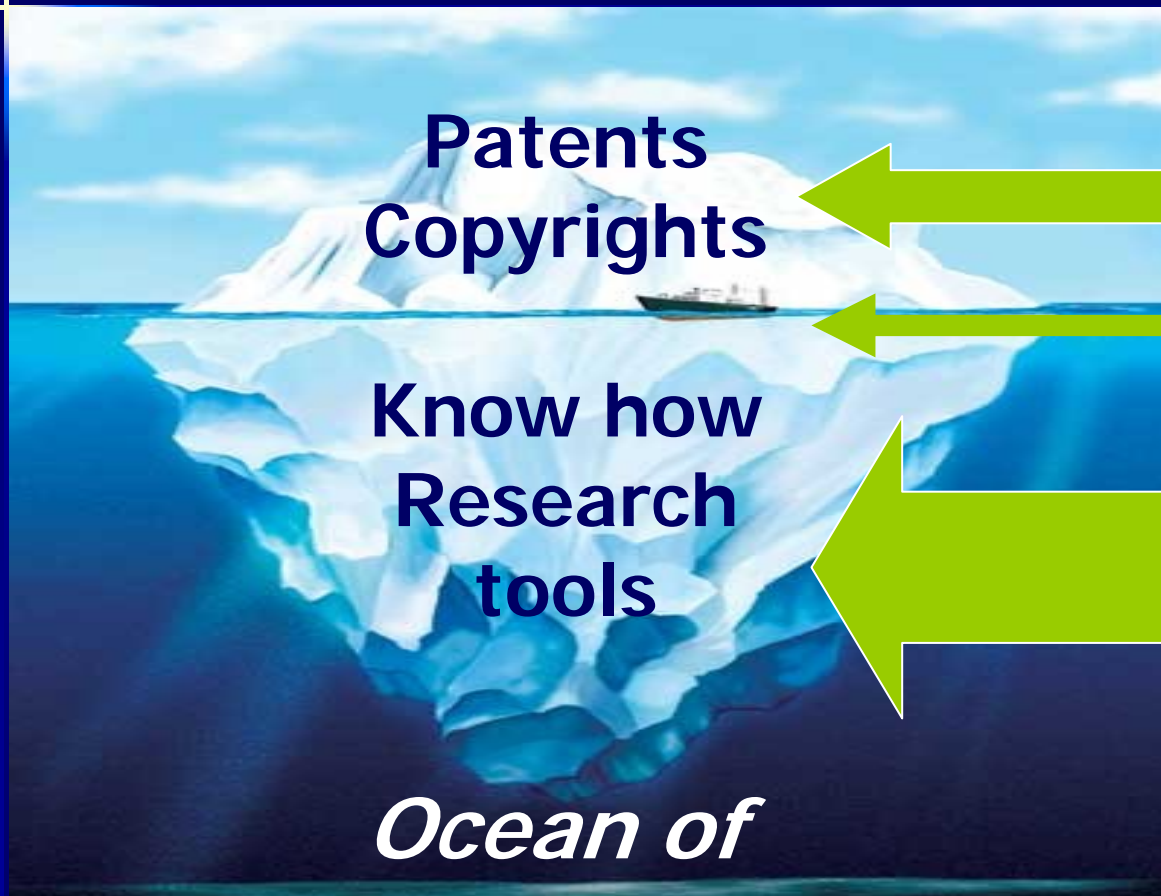
# Contribution from University Partners

- Strong potential to collaborate with industry for European economic success
  - Cutting edge research
  - Human capital: talent and skills
  - Ability to change mindset on collaborative research: education programmes for entrepreneurship and innovation

# Many forms of cooperation enhance knowledge transfer

- Networking – *steering committees & boards, industrial student placements/interns*
- Pre-competitive R&D – *e.g. public projects, Framework Programme, University/Institute Networks*
- R&D projects – *sponsored by firms because university/RTO has special expertise or IPR*
- In-licensing or acquisition – *of IPR for new product or technology*
- Investing in spin-off companies

# Making more use of Knowledge from Public Research



*Intellectual Property available for licensing*

*Spinouts*

*Collaborative Research Opportunities*

*Ocean of Knowledge*



# Collaboration with industry: the most important direct contribution to Innovation

- Fosters Innovation through interaction
- What is “commercialised” is not just the IP but the research capability of PROs (the whole iceberg)
- Uses all forms of IP including know how and research tools
- Supported by State Aid and Framework Programs
- Consistent with “Open Innovation”

**Handling this well creates  
opportunities and benefits**

# Benefits for university partners

- As institutions:
  - Excelling in research and innovation
  - Interaction with businesses as driver
  - Diversifying funds for research
- Academics and researchers
  - Attracting and re-training good professionals
- Early Career Researchers
  - Wider range of career opportunities

# Benefits for companies

- Save time and efforts in negotiating collaborative research agreements
- Identify excellent research partners
- Fund generic capabilities and explore new fields with State Aid support
- Innovate through interaction

# Relevance to innovative SMEs

- Generic developments in clusters with research organisations
- Sharing the risks of new product developments with large customers
- Encourage spin-outs to test innovative business models

# RTOs also have a specific role

- Translate Science into Products and Services
- R&D partner for existing enterprises
- Infrastructure and competence support for emerging Enterprises.
- Knowledge Base for Policy Development.

# **Responsible Partnering as a Model**

# Responsible Partnering



- Responsible Partnering is a voluntary code of conduct to develop collaborative research
- Designed by practitioners on the basis of successful experience
- Supported by Commissioners Potočník and Verheugen
- Fully endorsed by the recent Esko Aho Report on Innovation (Pact for Innovation)



# Responsible Partnering is about “Bottom Up” Improvement

- Enabling more of the fruits of Europe’s public research to be exploited – in a responsible way
- Developing better interactions, understanding what each party wants to achieve and learning how to provide this
- Reinforcing the complementary roles of public and private research
- Putting in place the right supporting skills
- Establishing the new mindset

# Tackling the common problems

- Facilitate and accelerate agreements
- Improving the management of IP by PRO
- Aligning interests and culture
- Addressing ownership of results, exclusivity
- Project management and performance of PROs
- Compensation of indirect PRO costs (O/H)
- Volatility of relationship
- “Fair” share of returns in case of success

# Effective Knowledge Transfer involves People

- Responsible Partnering began by looking at knowledge transfer, as it is an early priority to get this right
- Longer-term, the initiative is much broader: awareness, education and skills development across the board
- Companies want strong public institutions that carry out advanced research and teaching, based on a good understanding of industrial objectives and priorities

Leif Kjaergaard

Senior VP strategy & Innovation, DANISCO

# The Right Conditions...

- Long term, strategic collaboration
- Contributions to Science, Publications, Education
- Dealing well with ownership and rights of use to IPRs
- Interactions that clearly benefit the whole ecosystem – university, PRO, SME, large company

*To be successful, collaboration  
must be treated strategically*

# Two governing principles

1. Maximum Beneficial Use of the knowledge generated by PROs.
  - Excellence in generating knowledge by PROs
  - Protection and use of IP
  - Interaction with Industry
2. Responsible Use.
  - Sustain the research function of PROs
  - Ensure knowledge is used to benefit the public interest

# Ten actionable guidelines

1. Foster strong research institutions
2. Align interests
3. Treat collaboration strategically
4. Organize for long lasting relationships
5. Provide the right professionals skills
6. Establish clear intent
7. Good practices, regular communication, standardisation
8. Work towards more effective IP
9. Develop relevant training
10. View innovation as cross disciplinary

# Key messages for Universities

- Treat collaborative research as part of university excellence
- Recognise different partners' legitimate interests
- Invest in strategies that develop professionalism in collaborative research
- Young people are key to the change process

Georg Winckler

Rector University of Vienna, EUA President

23

# Key message to transfer offices

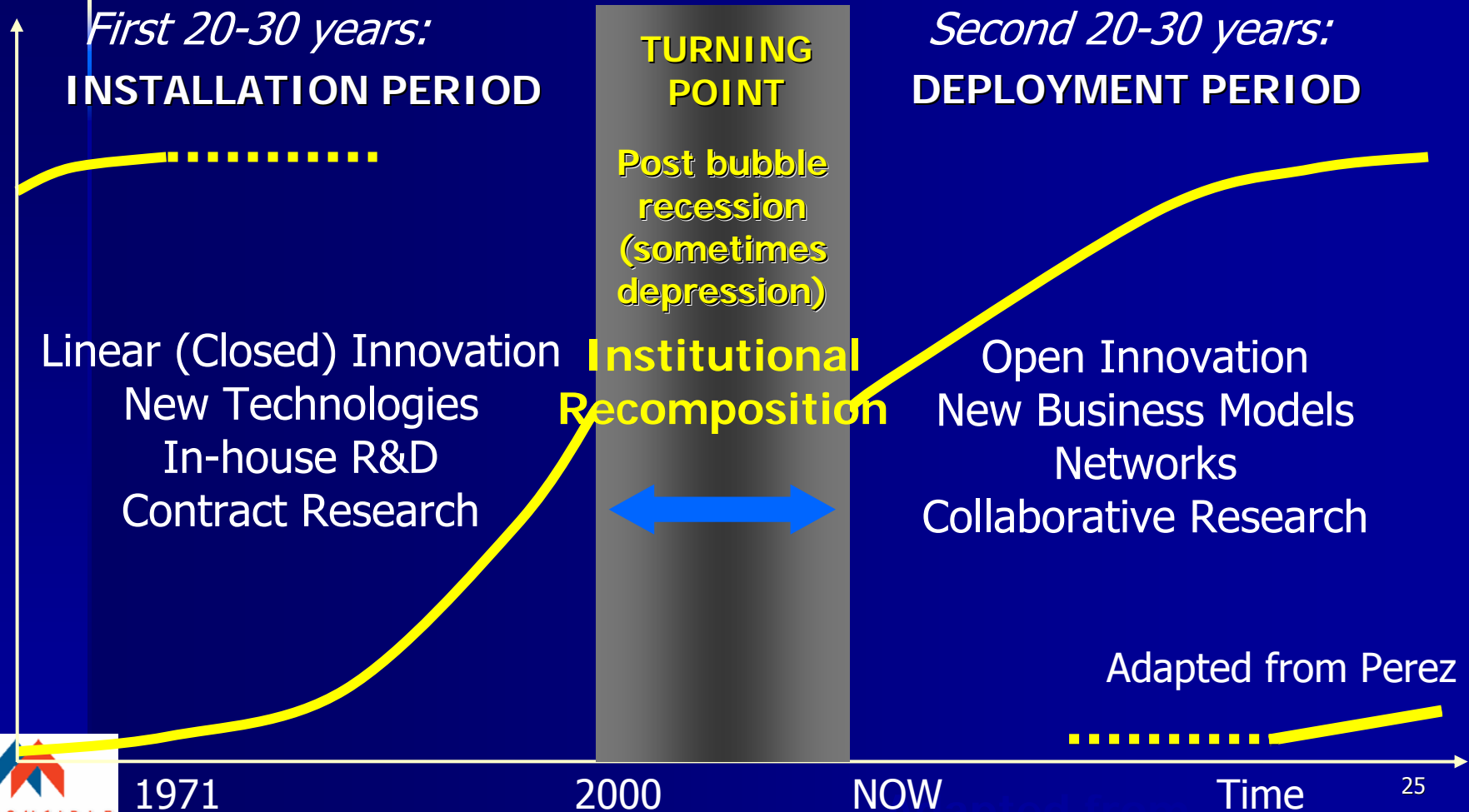
- Add value to the interaction by aligning interests
- Build trust by professional conduct
- Identify collaboration opportunities through understanding of both sides
- Value IP rights realistically

Gilles Capart  
Past-Chairman of ProTon Europe



# The Knowledge Economy Cycle

## Now is the time to Act



**The opportunities for strategic partnering are better than ever. A change in mindset is needed to take full advantage. All stand to benefit.**

**Please join in...**

# What can you do in practice?

1. Determine how much of your organisation's success depends upon effective research collaboration with others
2. Decide whether this justifies treating the subject as a strategic managerial objective
3. Examine current practices with the help of the guidelines and check lists included in the Responsible Partnering guide
4. Identify the weak points, determine solutions applicable to your organization, and establish responsibilities

# What can you do in practice?

5. Implement the most promising actions (policies, people, reporting, rewarding)
6. Establish clear communication channels to process opportunities and needs
7. Monitor performance and seek improvements
8. Share your experience and form alliances with like-minded organisations
9. Show support by using the logo:



# Finding More Information

- Guide available in several languages
- Web site: [www.responsible-partnering.org](http://www.responsible-partnering.org)
- Link to the web sites of supporting associations with more detailed good practices applicable to your situation.

# Europe's main stakeholder associations are ready to help you



European University Association

European Association of Research & Technology Org.

European Industry Research Management Association

European association of knowledge transfer offices