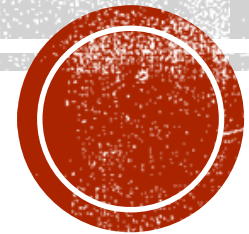
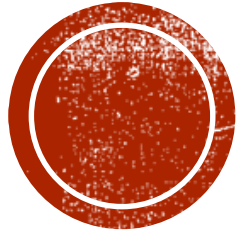


# **LESSONS LEARNT ABOUT TECH-TRANSFER - SELECTED INSTRUMENTS AND POLICIES**



Tanja Woronowicz  
Innovation Capability Center  
Bremen University



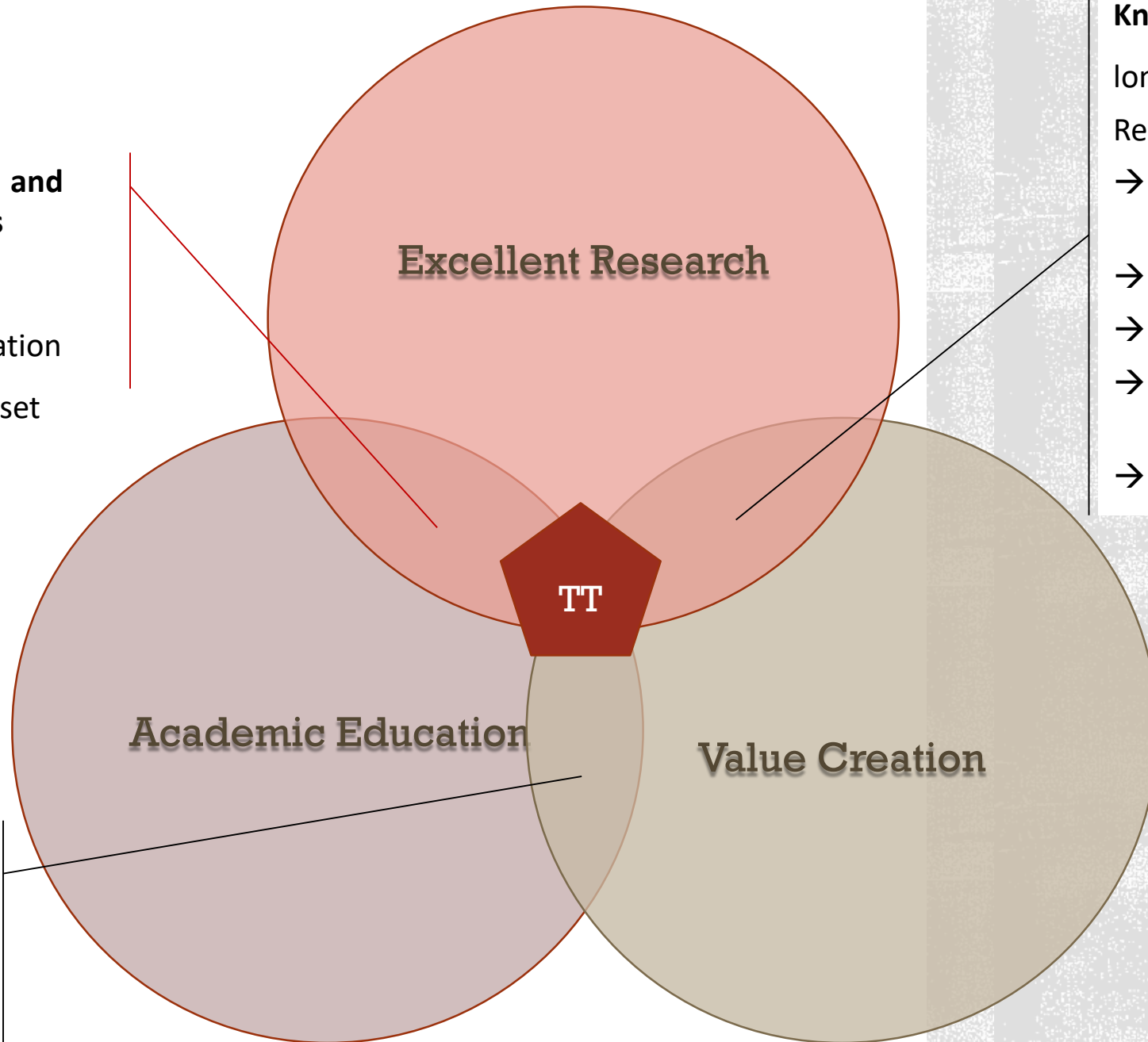
1. **TECHNOLOGY TRANSFER WILL NOT MAKE YOUR UNIVERSITY RICH!**
2. IT WILL TAKE 8-10 YEARS BEFORE IT STOPS LOSING MONEY.
3. GETTING A ROBUST TT-PROGRAM GOING TAKES SUSTAINED FINANCIAL INVESTMENT.
4. IT MAY TAKE UP TO TWO DECADES BEFORE A TT-PROGRAM (INCLUDING ENTREPRENEURIAL SPINOUTS) MAKES A SUBSTANTIAL IMPACT ON THE LOCAL ECONOMY.
5. THE ULTIMATE IMPACT MAY BE VERY LARGE—BOTH ECONOMICALLY & CULTURALLY—FOR THE UNIVERSITY, ITS GRADUATES, AND THE COMMUNITY.

**“Ten Things A University Head Should Know about Setting Up a  
Technology Transfer Office”**

*Lita Nelsen, Massachusetts Institute of Technology, 2005*

**State of the art Curricula and well-trained Researchers**

- solution-orientation
- scientific experimentation
- entrepreneurial mindset



**Knowledge Transfer**

- long-term impact of Research Collaboration
- Direct industry-funded projects
  - Consortia
  - Cooperation in teaching
  - Know-how transfer via consultancy
  - Transfer via people

**Highly qualified Graduates**

- increased employability
- setting up of spin-offs
- sustained Networks



# INSTRUMENTS & POLICIES ORGANISATIONAL LEVEL

- Entrepreneurial spirit starts long before a spin off workshop!
- appointment procedures for professors → industrial leadership experience
- tenure track as so-called ‚Research Managers‘ → career path: equal status, equal salary
- skilled personnel needs functional organisational roles and appropriate empowerment (including resources)
- Cooperation activities become mandatory KPIs instead of remaining good-will and add-on to daily work



# INSTRUMENTS & POLICIES SYSTEM LEVEL

- Instead of promoting patents: Open Source/ Open Science approaches as innovation stimulant
- Complementing mission statements of academic actors with differentiated functions towards knowledge transfer
  - academic self perception as „knowledge supplier“, intrinsic customer orientation
  - consider the differences of professional cultures and find customized engagement schemes

