

# Creating the climate for Innovation

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# The High-Tech Entrepreneur's Handbook

ISBN: 0273656155

HOW TO START AND RUN A  
HIGH-TECH COMPANY

FT.com

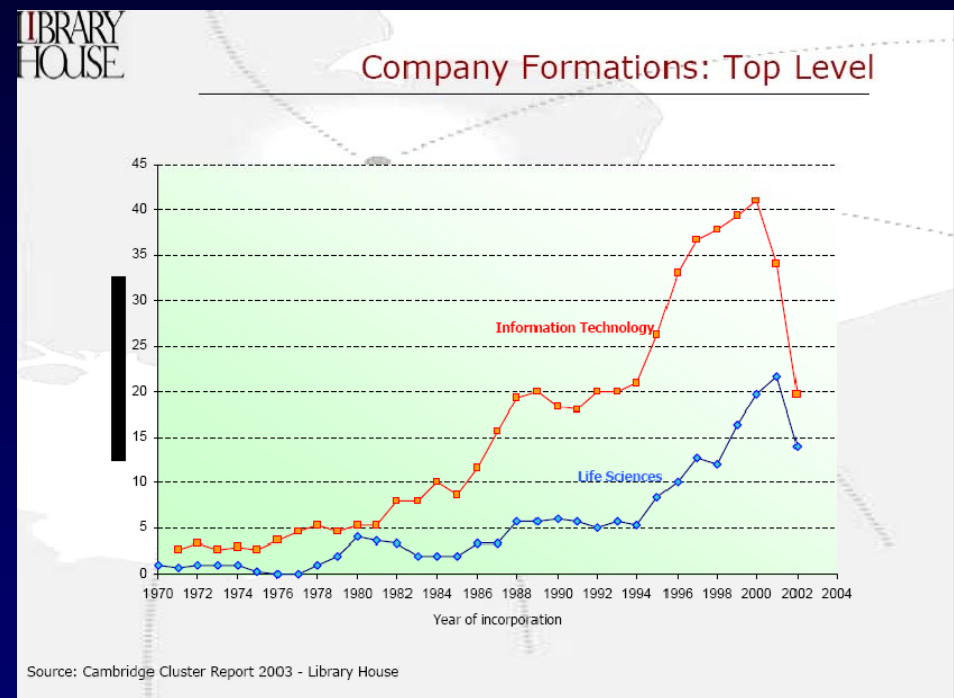
Books for the future minded.

ISBN: 0273656155

# Cambridge Cluster

- **About 1500 companies**
  - Employing about 50,000
  - Technion ~30
- **Largest European cluster**
- **\$20 billion value created by Cambridge Alumni**
  - Stanford \$1000 billion?
- **Billion \$ market cap companies**
  - ARM,
  - Virata,
  - CSR,
  - Autonomy,
  - Cambridge Antibody
- **Cambridge Angels**

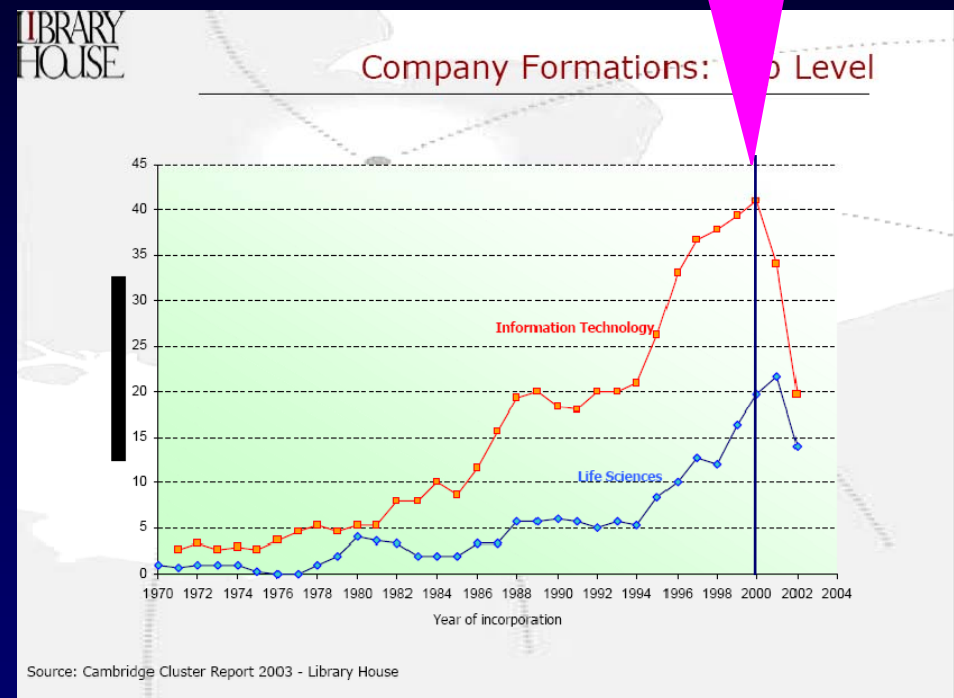
*Source: Cambridge Technopole Report*



# Cambridge Cluster

University  
IPR Policy  
changed

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Source: Cambridge Technopole Report

# ACCTO



- **Criteria for customer acceptance**
  - Everett Rogers “The Diffusion of Innovation”
    - Simon & Schuster International;
    - ISBN: 0743222091
- **A - relative Advantage**
  - Loose IPR regime
- **C - Complexity**
  - Can I understand what I need to do?
- **C - Compatibility**
  - Part-time posts
- **T - Trialability**
  - Can I test it without risk first?
    - Sabbaticals
- **O - Observability**
  - Can others see the benefits?
    - Local heroes

# Role of Universities

- **What Universities should do:**

- **Teach skills**
  - Money
  - Legals
  - Project Planning
  - Market research
- **Mentor**
  - Contacts, exemplars
  - Friendly infrastructure
  - Banks, lawyers, patent agents, accountants etc
- **Encourage**
  - Business Plan competitions
  - Sabbaticals
  - Publicity

- **What Universities should NOT do:**

- **Run incubators (inhibits commercial ones)**
- **Run Seed funds**
- **Run Venture Capital funds (no expertise)**
- **Grab IPR**
  - **No UK University has made money on IPR licensing more than the patent fees cost**
- **Patent anything other than bio science**

# Wildflower Meadow model

SUN (finance)

Rain (expertise)



Entrepreneur  
(Seed)

Market provides fertile ground

Harvested by  
larger entity

Passes through  
entity

Outgrows strength  
= Runs out of cash  
- Dies

Seeds form new  
colonies  
(spinouts)

Market too small  
- Stunted growth  
- Eventually dies

Colonise  
neighbouring patch

