

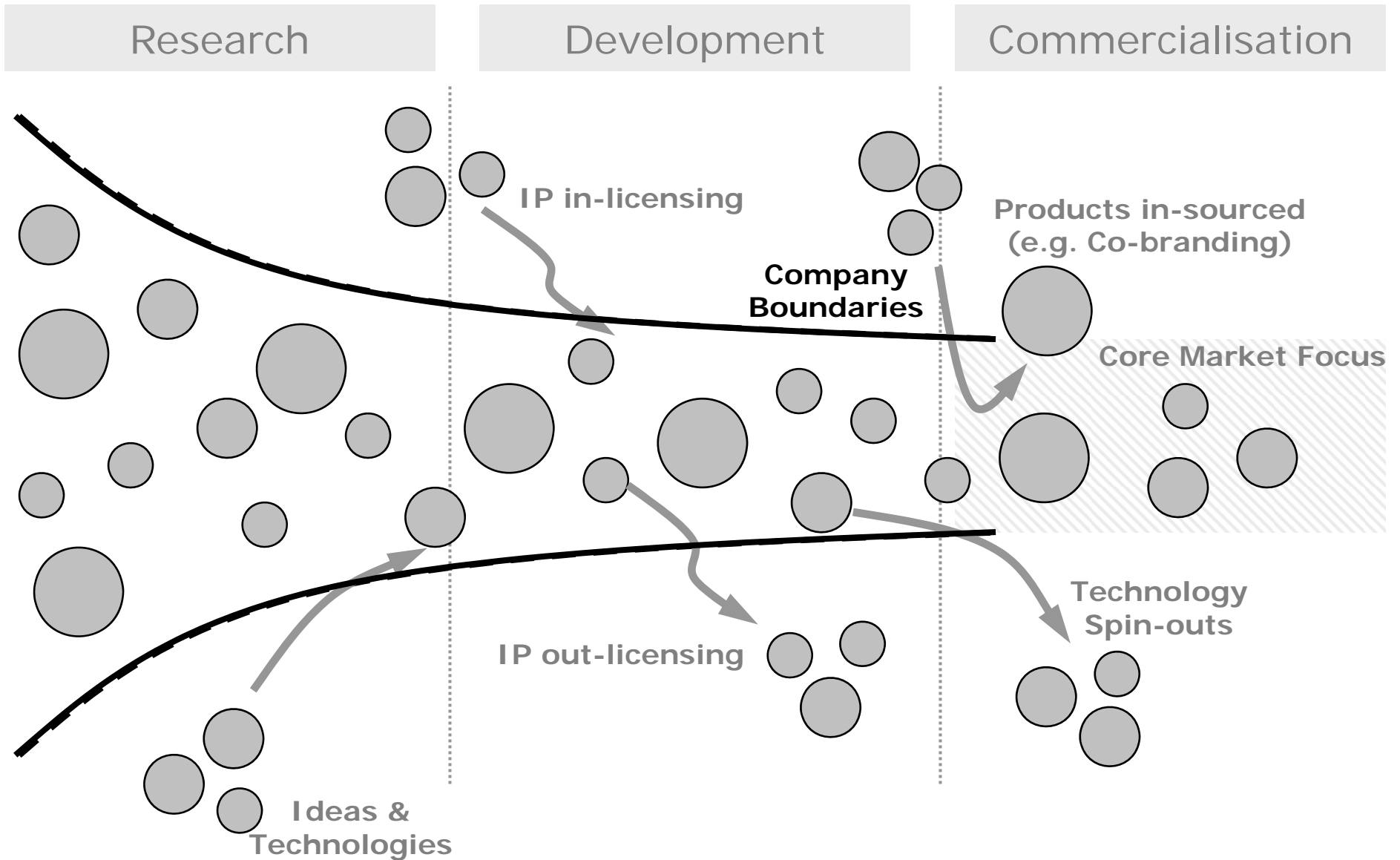
How universities can influence business, innovation
and competitiveness

The changing roles of universities within 'open innovation'

Tim Minshall

tim.minshall@eng.cam.ac.uk

www.ifm.eng.cam.ac.uk/ctm/teg



Who?	How?
Individual inventors	Technology intelligence
Start-ups	Informal collaborations
Complementary businesses	Co-location
End users / customers	Licensing / purchasing
Supply chain partners	Contractual agreements
Universities	Equity investments / M&A

Spin outs

Licensing

Consulting

Collaborative
research

Publications
and events

People

- Can be a useful commercial vehicle :
 - for platform technologies;
 - where the inventors very keen;
 - when the idea needs substantial investment to develop IP;
 - when the technology is not readily licensable;
 - for a generic technology with many different applications (Wicksteed *et al.*, 2008)
- For disruptive innovations?
 - Chesbrough, 2003; Christensen, 1997;2003
- Strategic versus financial motives?
 - Napp *et al.*, 2009

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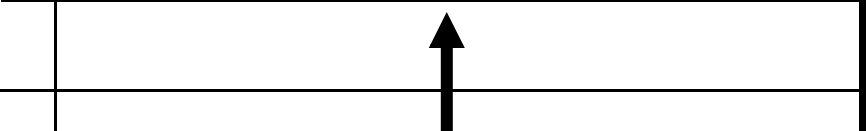
- For 'packaged' knowledge
- In-licensing and out-licensing
- IP entanglement
- Rarely a complete solution
- Complementary assets



Technology Readiness



	Readiness level
Product implementation	9
	8
	7
Pre-production	6
	5
	4
Assessment and proving	3
	2
	1



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- For tacit and explicit knowledge
- Short term problem solving / due diligence
- Range of forms
 - Single consultant
 - Complete package
 - Training

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- Multilateral (e.g. Cambridge Integrated Knowledge Centre - CIKC)

Cambridge Integrated Knowledge Centre Partners



- Bilateral (e.g. Nokia)



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Research,
education &
application



In Europe

PHILIPS

TTP GROUP

But .. more than just access to a university, access to local and regional capabilities

University (but more than R), start-ups, VCs, professional services, innovation intermediaries other MNCs ..



PHILIPS



**Cambridge Science
Park labs**

**Complementary to
Eindhoven campus**

**Links to management
and technology depts,
business plan
competition**



Kodak



**Kodak European
Research**

**European-wide
resource**

**Specific technology
interests**

**Links to education and
investment**



NOKIA
Connecting People

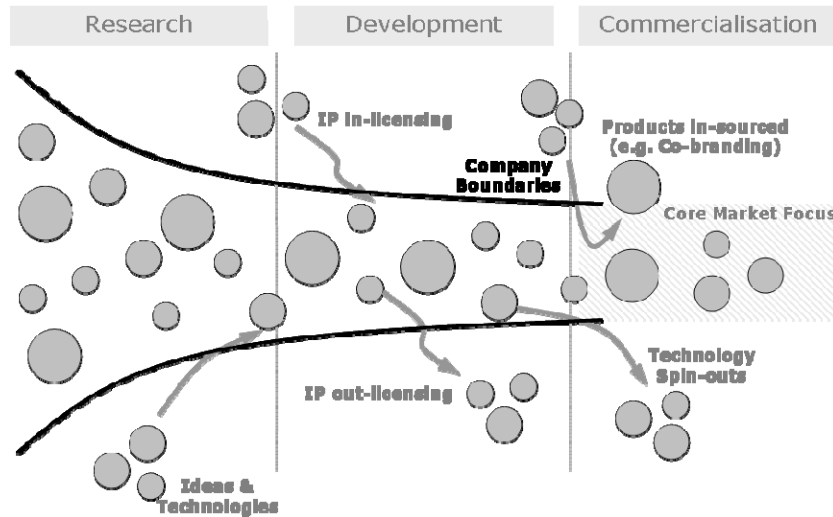


**Nokia lab at West
Cambridge**

**Focus on specific
technologies (nano)**

**Developing range of
open innovation
activities**

Summary



- Spin outs
- Licensing
- Consulting
- Collaborative research
- Publications and events
- People