A Bird’s Eye View on KTT

Tom Hockaday
technology transfer innovation

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Tom Hockaday

University Technology Transfer career

• 1989-1993 University College London
• 1993-2000 Bristol University
• 2000-2016 Oxford University
• 2016 - Technology Transfer Innovation (independent consultant)

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Terminology

- **TT** Technology Transfer
- **3rd** Thing (arm, leg, mission)
- **KT** Knowledge Transfer
- **KTT** *what you call it!*
- **KE** Knowledge Exchange
- **WE** Wider Engagement
- **SSHA** Social Sciences Humanities Arts - Co-creation
- **EU** Valorization, Maturation
- **KEC** Knowledge Exchange & Commercialisation
- **Impact** from the UK REF2014 .... benefits
- **KM** Knowledge Mobilization

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University & Business Interactions

- Educated workforce
- Advisory Boards
- Lectures
- Exchanges
- Collaborative Research
- Contract Research
- Donations

- Consulting
- Licensing technology
- Spin-out company formation
- Student entrepreneurship

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1. ‘Sometimes the commercial route is the best …’
2. ‘What’ then ‘How’
3. Hier ist Ihre Rechnung
4. What is happening in the UK?
1. Sometimes …

- Sometimes the commercial route is the best way to deliver benefits from university research results
- Not always
- Not only
- When:
  - The Researchers want to
  - Research funding is unavailable
  - Someone wants to make money
Sometimes
2. ‘What’ then ‘How’

- Q1. – WHAT do you want to achieve?
- Q2. – HOW can you achieve it?
‘What’ then ‘How’

• Q1. – WHAT do you want to achieve?
  • Make money, be profitable within $N$ years
  • Transfer as much technology as you can
  • Help the university create impact
  • Attract the most entrepreneurial researchers
‘What’ then ‘How’

• Q2. – HOW can you achieve it?

• Build a TTO that fits your objectives (‘What’)

• Set a Budget
  • Expenditure
  • Income

• Lead, manage, hire good people

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‘What’ then ‘How’

• Q2. – HOW can you achieve it?

• Build a TTO that fits your objectives (‘What’)
• Set a Budget
  • Expenditure
  • Income
• Lead, manage, hire good people
This is difficult
THE UNIVERSITY TECHNOLOGY TRANSFER LANDSCAPE

Tom Hockaday, 2008

Research / IP Supply / “Push”

Pre-commercialisation
- public sector support required

Commercialisation
- Engaging with business
- business investing resources

TT Deal

Networks
- Business
- Professional advisers etc

New spin-out company
Angel/seed finance < £1m

Licence to existing company
Incl. evaluation, option, licence

Venture capital > £2m

University Research

Proof of Concept Funding

Gap 1

Marketing

internal

TTO

external

Gap 2

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The Innovation Community

Recruitment, head-hunters
Angel Networks
Investment Funds
Accountants
Angel Investors
Technology companies
Government Labs
Bankers
Lawyers
Students
Incubators
Hospitals
Local Enterprise Partnership
Technology Transfer organisations
Consultants

Journalists
University Researchers
Science Parks
Other universities
Industry
Local Government
Commercial property managers
Research Institutes
Public Relations
Politicians
Business
Business networks

YOU!

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Things beginning with P

- People
- Patent Budget
- Policies
- Proof-of-Concept
- Promotion (PR)
- Processes and Procedures
- Project Management
- Paperwork
- Performance measurement
Help

- The TTO helps researchers who want help to commercialise the results of their research

- The researchers decide what is help
Vice-Rector: “What! We have to pay!”

Rector: “That university over there makes €m from this”

TTO: “But ... you said you wanted impact ... you never said it was about the money ...”

TTO Director exits stage left to write resignation letter
Hier ist Ihre Rechnung

• How are you going to pay for it
• Be realistic
• ‘Universities should be as generous as they can afford to be’
• How do you pay for the library, the swimming pool?
Incentives and Rewards

- Royalties
- Spin-outs
- If universities get less - who gets more?
- Clue: not the investors

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The UK scene

- The land of the acronym
- UVF  University Venture Funds
- REF  Research Excellence Framework
- KEF  Knowledge Exchange Framework

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The UK scene

- University Venture Funds
- 2000 - University Challenge Seed Funds
  - £30m for England
- 2015 - Oxford Sciences Innovation
  - £600m for Oxford
- IP group, Cambridge Innovation Capital, Syncona, Parkwalk
The UK scene

• **Research Excellence Framework**
  • 2014 – Impact 20%
  • 2021 – Impact increased to 25%
  • Case Studies, Research outputs to benefits
  • Social, Cultural, Policy, Economic

• **Knowledge Exchange Framework**
  • Quantitative indicators,
  • all type of knowledge exchange, incl. teaching

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Tom Hockaday is a leading expert in university technology transfer leadership, management and activities. He led the technology transfer activities at the University of Oxford for ten years from 2006 to 2016, having started at Oxford in 2000.
Tom has over 27 years experience in this field.

Tom Hockaday is an independent private consultant, working with a number of clients in the university technology transfer sector.

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