

UTEN Portugal Workshop #5

## Experiencing Technology Transfer in Cambridge

University of Aveiro - Aveiro – October 18-20, 2009

## Introduction

The University Technology Enterprise Network (UTEN) in collaboration with the Judge School of Management, University of Cambridge, and the International Partnerships Program of the Science and Technology Foundation (FCT) held the fifth of a series of UTEN workshops scheduled in 2009. Workshop #5, Experiencing Technology Transfer in Cambridge, was hosted by the University of Aveiro – Aveiro, October 18-20, 2009.

The main topics were:

- Clusters – The Case Study of Cambridge
- Technology Transfer at Cambridge University
- International Comparisons

To learn more about forthcoming and past UTEN workshops please refer to [http://www.mctes.pt/archive/doc/UTEN\\_2.pdf](http://www.mctes.pt/archive/doc/UTEN_2.pdf).

## Executive Summary of Participants' Assessments

To improve future workshops, UTEN staff administered an electronic survey to solicit feedback from participants. Twenty-six of 28 workshop participants answered the survey. More than half of the respondents were university officials in technology transfer offices or GAPIs, with smaller numbers of directors, managers, and staff from incubators as well as representatives from medium-sized industry.

Table I summarizes participants' opinions about this workshop and shows that nearly three-quarters of respondents said the sessions were extremely or very useful and the others said they were useful. Approximately one in three (31%) of the participants said their expectations had been exceeded, and 54% said their expectations had been met. Four participants said the workshop did not meet his/her expectations. In terms of improving their own skills, 8% of the workshop participants thought the workshop was extremely useful while 42% thought it was very useful and 46% felt it was useful.

In addition, the large majority of participants (88%) said the workshop will help them to strengthen their technology transfer capabilities. Most participants (85%) agreed that the workshop provided information new to them, the structure of presentations was good, workshop objectives were clearly stated, and they would be able to use the information in their jobs. However nearly one-quarter (24%) of the participants were neutral or negative about recommending training from the workshop to others, and one in six said the workshop did not present information new to them.

**Table I. Summary of Participants' Views about UTEN / Cambridge Workshop**

<b>Please rate each of the major sessions during the workshop.</b>					
	<b>Extremely Useful</b>	<b>Very Useful</b>	<b>Useful</b>	<b>Somewhat Useful</b>	<b>Not At All Useful</b>
	27%	45%	26%	1%	0%
<b>How would you rate this workshop (compared to your expectations)?</b>					
	<b>Far Exceeded</b>	<b>Exceeded</b>	<b>Met</b>	<b>Did Not Meet</b>	<b>Was Very Disappointing</b>
	0%	31%	54%	15%	0%
<b>Would you be interested in attending a more advanced training session on the same topics?</b>					
	<b>Yes</b>	<b>Maybe</b>	<b>No</b>		
	44%	52%	4%		
<b>In terms of improving your own skills, how useful was the workshop?</b>					
	<b>Extremely Useful</b>	<b>Very Useful</b>	<b>Useful</b>	<b>Somewhat Useful</b>	<b>Not At All Useful</b>
	8%	42%	46%	4%	0%

<b>Please indicate your level of agreement or disagreement with each of the following statements about the workshop.</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
Workshop objectives were clearly stated.	27%	58%	15%	0%	0%
The structure of presentations and discussions was good.	35%	50%	15%	0%	0%
The workshop provided information new to me.	35%	50%	4%	12%	0%
I will be able to use the workshop information in my job.	38%	46%	12%	4%	0%
The workshop included training I will recommend to others.	32%	44%	20%	4%	0%
There were useful opportunities to network with others.	38%	54%	4%	4%	0%
The workshop will help me strengthen my technology transfer capabilities.	19%	69%	12%	0%	0%

Respondents were asked to assess multiple internal and external topics of the technology transfer value chain. In general, information on external activities of the technology transfer value chain was rated slightly better than that on internal activities of the value chain, although the highest rating was given to one of the internal activities. For internal activities, participants reported the information was most useful for internal policies/procedures and deal flow (invention disclosures), two topics which the speakers had been asked to target in presentations. For external activities, the information on incubation and spin-offs received the highest ratings. These were two topics also targeted by the speakers. Internal topics and external topics which the speakers had not been asked to address specifically, received lower respondents' ratings as expected.

In summary, individuals who responded to the survey about the UTEN | Cambridge (University of Aveiro-Aveiro) workshop were positive about all aspects of the event. More detailed information is provided on the following pages, including specific, verbatim comments from participants about their workshop expectations, benefits for their employers, and benefits for Portugal.

## **Detailed Response Information for Workshop #5**

### **Respondents**

Overall, 26 of 28 potential respondents provided information, with everyone providing complete responses. More than half of the respondents were university officials in technology transfer offices or GAPIs, with smaller numbers of directors, managers, and staff from incubators and representatives from medium-sized industry. In terms of technology commercialization backgrounds, nearly 60% had fewer than three years of experience, and another 20% had four to six years of experience.

### **Sessions**

Evaluations for sessions on both days of the workshop were very favorable. Nearly three-quarters of respondents said the sessions were extremely or very useful and the others said they were useful. The highest rated sessions were: (a) Technology Transfer at Cambridge (Jennings & Hiscocks); and (b) International Comparisons (Hiscocks & Gill).

### **General Characteristics of the Workshop**

Nearly all (92%) of respondents felt there were useful opportunities to network with others. The large majority of participants (88%) said the workshop will help them to strengthen their technology transfer capabilities. Most participants (85%) agreed that the workshop provided information new to them, the structure of presentations was good, the workshop objectives were clearly stated, and they would be able to use the information in their jobs. However nearly one-quarter (24%) of the participants were neutral or negative about recommending training from the workshop to others, and one in six said the workshop did not present information new to them.

Approximately one in three (31%) of the participants said their expectations had been exceeded, and 54% said their expectations had been met. Four participants (15%) said the workshop did not meet his/her expectations.

### **Expectations, Skills, and Personal Benefits**

In terms of improving their own skills, 8% of the workshop participants thought the workshop was extremely useful while 42% thought it was very useful and 46% felt it was useful.

In general, information on external activities of the technology transfer value chain was rated slightly better than that on internal activities of the value chain. By category of activities, respondents thought the most useful information on internal activities of the technology transfer value chain had been presented on:

*Internal Policies/Procedures and Deal Flow (invention disclosures)*

These were the topics which the speakers had been asked to target, and not surprisingly, these topics received the highest ratings. Internal topics which were not addressed specifically by the speakers, such as *Portfolio Management, Promotion of Entrepreneurship to Researchers and Students, Technology Screening, and Patents* received lower ratings, as expected.

Respondents thought the most useful information on external activities of the technology transfer value chain had been presented for the topics:

*Incubation and Spin-offs*

Again, these were two topics which speakers had been asked to target. External topics which were not addressed specifically by the speakers, such as *Licensing, Capital Sourcing, and Deal Valuation*, naturally received lower ratings.

### **Future Training Sessions**

About half (46%) reported that they were interested in attending a more advanced training session on selected workshop topics. Nearly all other participants (50%) said they might be interested in attending a more advanced training session.

Participants identified a variety of subjects as their priority for a future training session:

*Technology Evaluation; Tech Transfer Policies  
Licensing; top management involvement  
Licensing; Industry University Liaison Activities  
Investor/ intrapreneur view  
Incubation, knowledge clusters, internationalization, networks  
Licensing deals; Due diligence; technology & valuation of high-tech projects and IP  
Finance, investments, trading of patents*

*Deal Valuation; Licensing, Incubation Techniques, KT, etc...  
Deals; licensing; negotiation skills; MTA and other draft  
Intellectual Property Management*

Participants' verbatim comments are presented below for:

- Workshop expectations
- How the workshop will benefit employers
- How the workshop will benefit Portugal

### **Select Participants' Comments About Their Workshop Expectations**

Participants provided the following comments in explaining how well the workshop had met their expectations. All are verbatim from the survey responses.

#### *Positive Comments*

Unfortunately I did not have the opportunity to attend the entire workshop. From the networking dinner and the last morning of activities I was positively impressed.

I'm used to the Quality Level of those events; this one was - again - a very good level one.

I especially enjoyed the excellent interface between all people (organization staff, invited speakers and participants).

It was really good to understand the Cambridge environment for incubation management, TT and support to start-ups and spin-offs.

It was interesting knowing how a European model works.

The objectives of my participation were achieved.

They have the TT knowledge we need.

#### *Other Comments*

My expectations of the workshop were more focused in practical case studies.

I prefer the approach of more legal issues.

I would expect a deeper approach to each theme.

Did not include the other side of the chain, meaning the investor/entrepreneur view.

**Select Participants' Comments About How the Workshop Will Benefit Their Employer**

*Positive Comments*

Through this workshop I gained more knowledge and international contacts.

Information flow, know-how

Networking with leading TTO's and Universities.

Useful benchmarking exercise. Networking opportunity.

A significant number of clients our company works with often deals with issues related to IP, funding in early stages of the projects, etc.. A broader knowledge of the current situation in our country and future trends is a good way of providing potential clients with a solid range of available options.

Information on tech transfer and incubation best practices

As a researcher I had the opportunity to know the mechanisms of technology transfer through a good example (Cambridge University).

Improve our skills to best practices

It will provide us useful information and ideas about TTO European models.

Our institute is now able to bear in mind different perspectives while defining new internal policies and procedures; basic mistakes and errors can be avoided.

By providing us knowledge about Cambridge procedures regarding technology commercialization through licensing and support to companies.

A new approach has been presented so I have new ideas to present and perhaps to implement in my TTO.

**Select Participants' Comments About How the Workshop Will Benefit Portugal**

*Positive Comments*

Closer institutional and personal contacts with institutions that have a good performance on technology transfer.

It is always good to learn from successful examples and implement best practices with proven results in other countries/institutions. There is also a need to change old cultural habits and raise awareness for entrepreneurial activities. Events and workshops like this one might be a good starting point.

Improve our general understanding of the subject; increase potential networking opportunities and professional & academic collaborations.

It allows the development of skills that will help Portugal to become more competitive.

Better prepared professionals do better work with better final results

Networking with leading TTO's and Universities.

The international invited entities, while presenting their experience in these subjects - instead of imposing it - can provide Portugal different case-studies to improve our "way-to-do" methods

It fits the goals of the UTEN, mainly the acceleration of the international commercialization of Portuguese science and technology through the development of technology transfer know-how and professional competences.

The opportunity to learn with Cambridge represents a great value to the development of our TTO structures, benefiting from the European context.

The learning of good practice with prestigious institutions (Cambridge University, Fraunhofer Institute, ...) could change the reality of Portugal, in the near future.