

# Developing technology transfer professionals in Australia

Athena Prib, RTPP  
Commercial Director, gemaker  
Chair of Marketing Committee, ATTP



**ATTP**  
ALLIANCE OF TECHNOLOGY  
TRANSFER PROFESSIONALS



**gemaker**  
TAKING NEW IDEAS TO MARKET



“Bridging the culture  
gap between  
research and industry”

# What's involved?

## NEW PRODUCT, SERVICE, BUSINESS & MARKETS

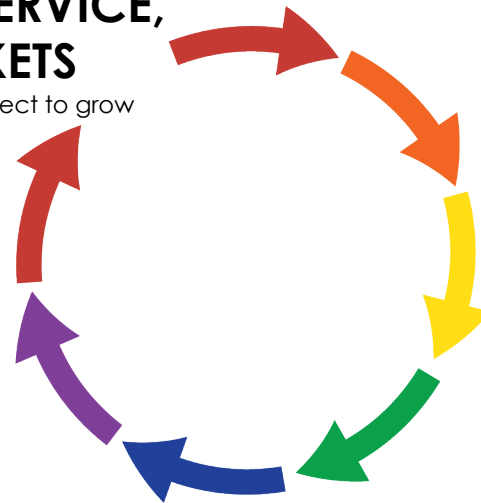
- Scope requirements of the project to grow business

## ASSESS & PIVOT

- Customer feedback interviews
- Competitor monitoring
- IP landscape monitoring

## SALES/START-UP

- Secure funding
- Business development
- Business set-up
- Recruitment
- Contracts
- Due Diligence



## MARKETING

- Prepare and implement marketing strategy and plan
- Prepare promotional material (web, print, video, social media)
- Prepare award applications

## MARKET RESEARCH

- Desktop searches
- Customer Interviews
- Competitor analysis
- Identify funding opportunities
- Identify partnering opportunities
- Markets and market sizes
- Due diligence
- Pricing and placement
- IP landscape

## COMMERCIAL CASE

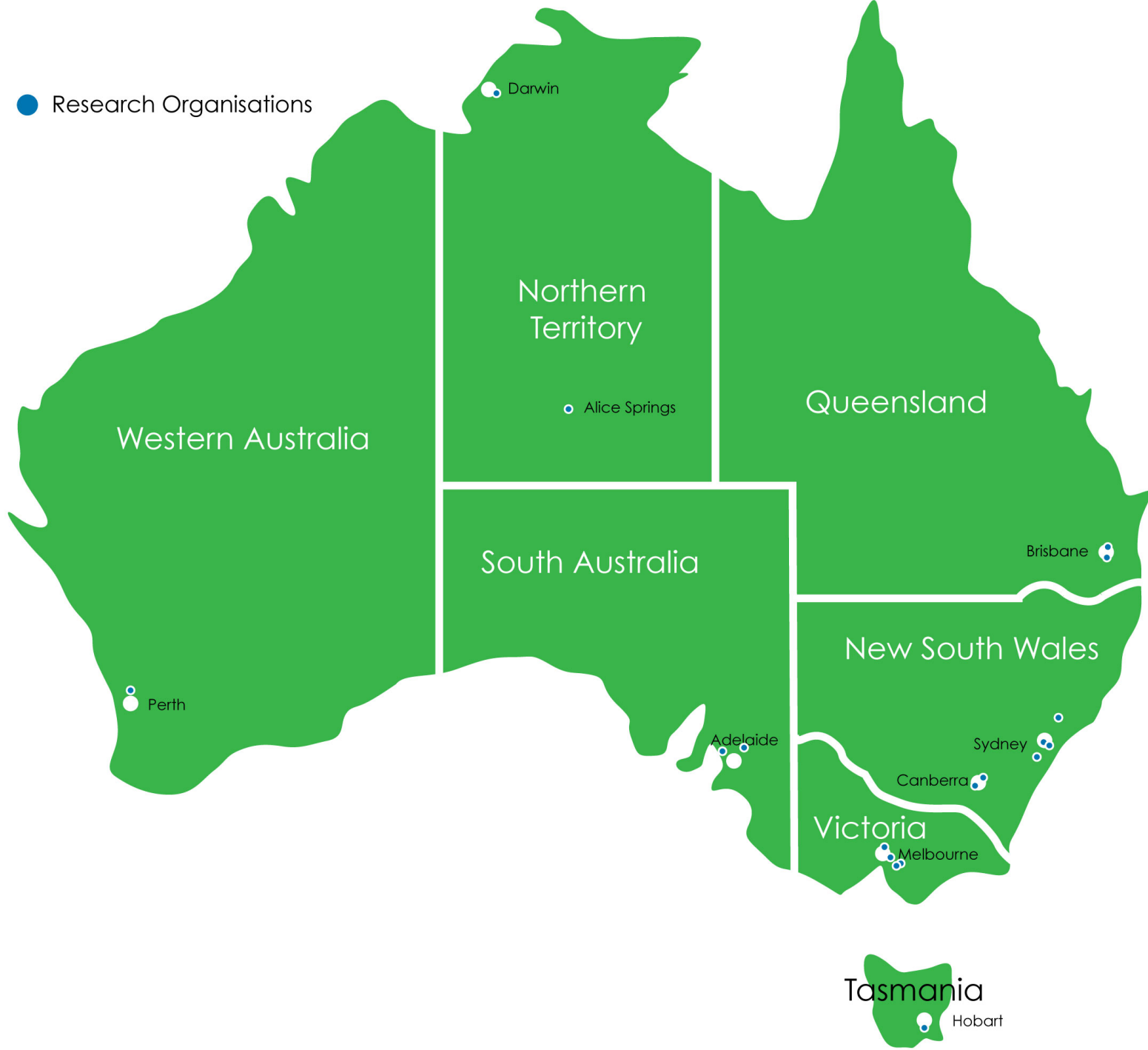
- Financial modelling
- Commercial strategy & plan
- Intellectual property strategy
- Resource planning
- Funding strategy

## PROOF OF CONCEPT (POC)

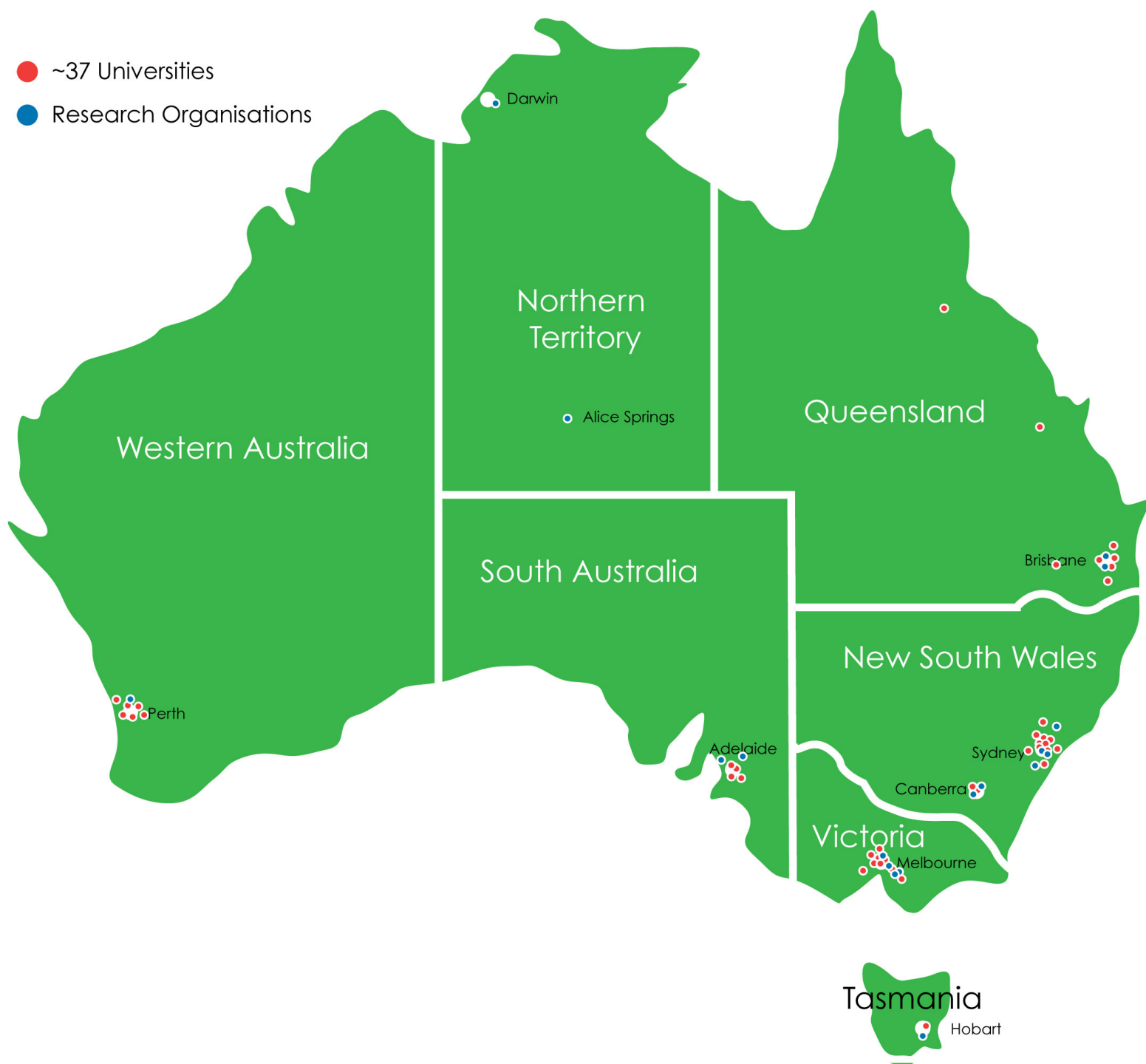
- Find partners for development
- Prepare and negotiate terms of agreements for partners
- Apply for grant funding for POC
- Project manage POC



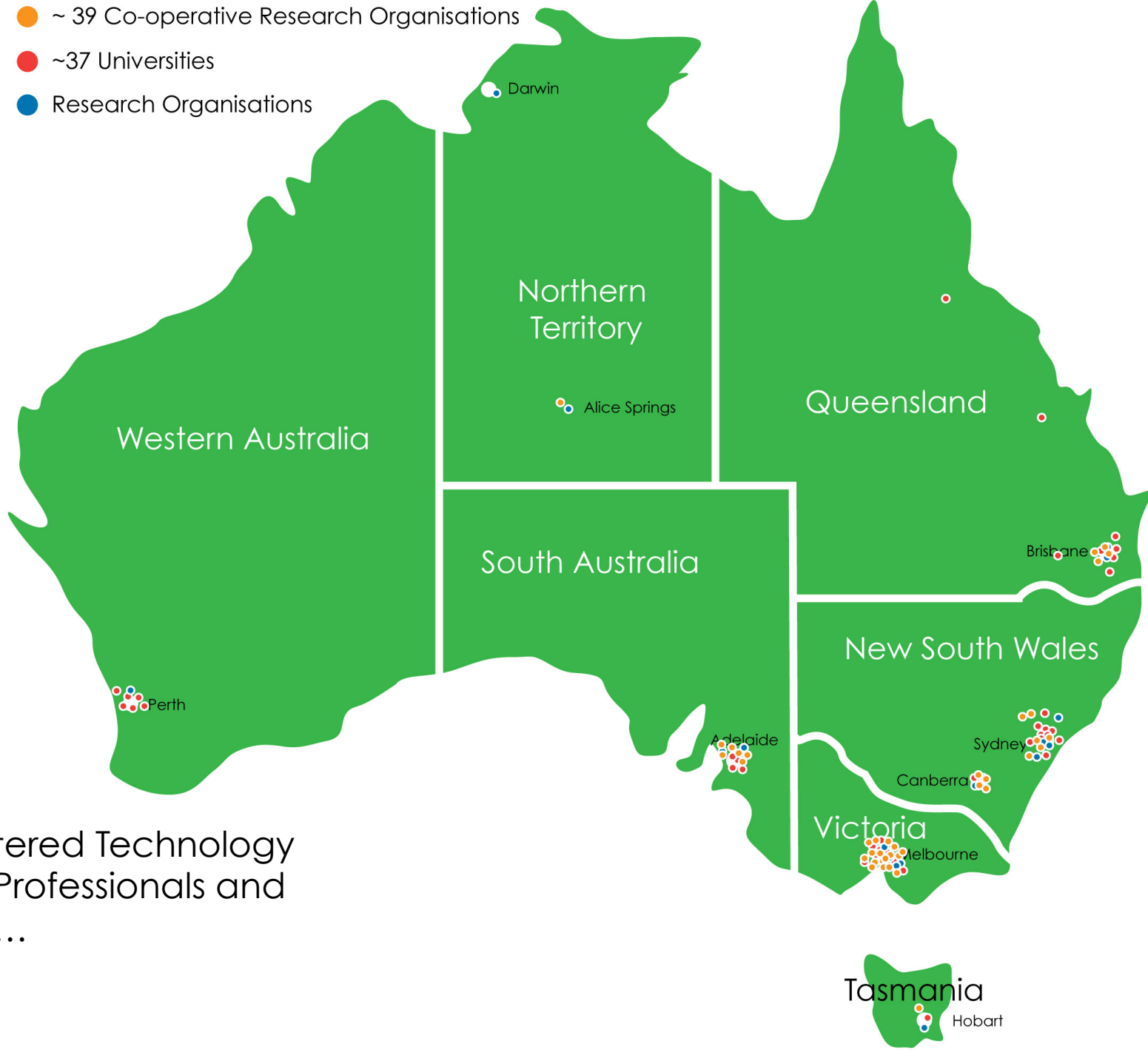
● Research Organisations



- ~37 Universities
- Research Organisations

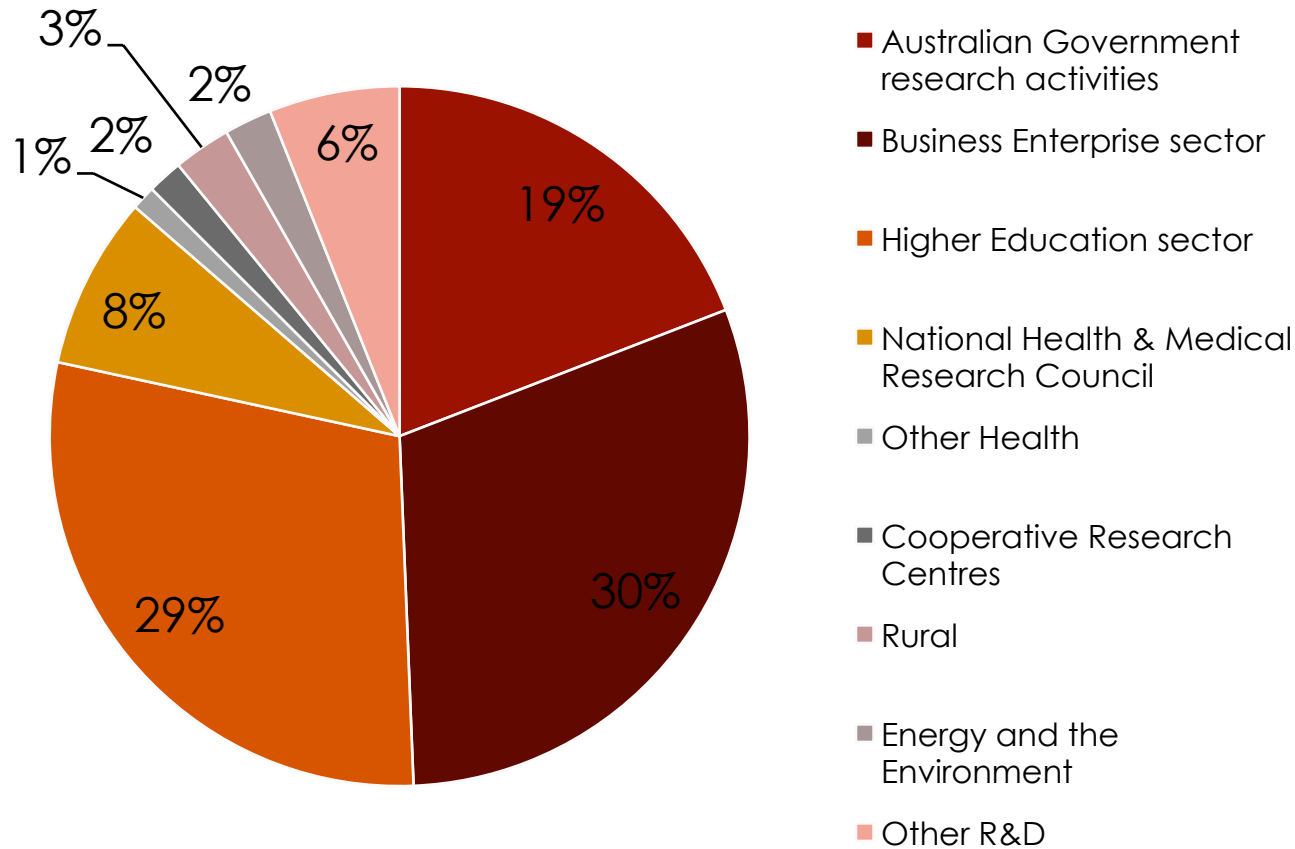


- ~ 39 Co-operative Research Organisations
- ~37 Universities
- Research Organisations



- 20 Registered Technology Transfer Professionals and growing...

# \$9,578.1 million - Total Australian Government support (2012-13)



# Bring professionals together

- A formalised body was “officially” established in 1978
- Role of the association was to enable members to freely assist one another with:

*“advice, sympathy and any other form of assistance ethically available”*

- Role now: Same
- Scope: Grown





# KCA Courses

- Practitioner developed courses
- Best Practice in Technology Transfer
  - > 3 months
- Advanced Licensing
  - > 3 years experience
- Business Development
  - > 3 months experience

*But most  
learning and  
development is  
still done  
“on-the-job”*



# Relevant Associations



# Professionals previous experience

- little data collated on experience
- Generally:
  - PhD
  - Science or Business based degree
  - Previous Experience: Business / Industry / Scientist / Academia
  - MBA



# Position Profile: Research Organisation - Business Development Manager

## Pre-Recruitment

### Capabilities

### Development: Essentials

#### Leadership

##### Strategy (Self)

- Understands 'line of sight' and works towards set goals
- Contributes to work planning and system development

##### Results (Self)

- Plans for, organises and monitors work to meet deadlines
- Achieves results within an agreed timeframe
- Works within authorised and regulatory systems

##### Change (Self)

- Adapts to change
- Is open to new and different ideas

##### Customers (Self +Others)

- Responds to customer needs
- Develops and sustains customer relations

##### Engagement/Relationship (Self + Others)

- Works well in teams and with others, demonstrating sound interpersonal skills
- Demonstrates honest and ethical behaviour
- Responds appropriately to conflict and to the day to day pressure of work
- Builds team commitment
- Fosters strong inter-departmental relationships
- Creates and maintains internal networks
- Proactively manages conflict and demonstrates excellent interpersonal skills

##### Performance/Capability (Self)

- Takes responsibility for self development
- Learns from mistakes
- Accepts feedback including criticism
- Accepts accountability for own performance

#### Core

##### Analyse and Evaluate (Self)

- Analyses and evaluates basic numerical, verbal and graphical data

##### Decision-making (Self)

- Considers multiple sources of information and identifies the most appropriate course of action

##### Business Acumen (Self)

- Demonstrates a basic knowledge of the business, its products and services, its competitors and the commercial drivers that impact the team
- Works within established budgets

##### Improvement/Innovation (Self)

- Uses initiative and generates workable solutions to address basic work problems
- Seeks ways to improve own tasks and processes

##### Influence (Self)

- Seeks acceptance of ideas using appropriate interpersonal skills and behaviours

##### Communication (Self)

- Demonstrates verbal and written communication skills in a clear and appropriate manner

#### Technical

##### Sales and Marketing Management

- Manages customer sales
- Conducts market research (BA 4-3)

##### Using Technology

- Uses MS Office (intermediate) – Outlook; Excel; PowerPoint; Word)

#### Experience

- Managing clients

#### Education

- Degree (or equivalent) in a Science or Engineering discipline

#### Engagement

# Position Profile: Research Organisation - Business Development Manager

## Induction: Within first 90 days

Capabilities			Development: Essentials		
Leadership	Core	Technical	Experience	Education	Engagement
<p>Consolidate all Leadership capabilities from Pre-Recruitment phase</p>	<p><b>Influence (Others)</b></p> <ul style="list-style-type: none"> <li>Gains agreement and commitment from others using negotiation, persuasion and influence in line with authorities and using appropriate interpersonal skills and behaviours</li> </ul> <p><b>Workplace Safety (Self)</b></p> <ul style="list-style-type: none"> <li>Implements OHS and Environmental processes</li> <li>Assesses risk</li> </ul>	<p><b>Using Technology</b></p> <ul style="list-style-type: none"> <li>Uses Web-authoring software <i>My Source Matrix</i> to create intranet pages</li> </ul>	<ul style="list-style-type: none"> <li>Shadow: Market Development Manger (or equivalent) to gain Sales Management experience</li> </ul>	<ul style="list-style-type: none"> <li>New Employees: First Days/First Weeks</li> <li>Safety Induction</li> <li>Sales Management course/workshop</li> </ul>	<ul style="list-style-type: none"> <li>Coaching: ANSTO Web-master (or equivalent) for <i>My Source Matrix</i></li> <li>Coaching: Market Development Manager for Market research and analysis</li> <li>Professional membership of Knowledge Commercialisation of Australia (KCA) or equivalent</li> </ul>

# Position Profile: Research Organisation - Business Development Manager

**Within 2 years**

## Capabilities

## Development: Essentials

### Leadership

### Core

### Technical

### Experience

### Education

### Engagement

#### Strategy (Others)

- Sets goals and direction for the team
- Develops business plans
- Creates systems on behalf of the team

#### Results (Others)

- Scopes and manages projects to deliver results on behalf of team
- Maintains compliance with authorised systems

#### Analyse and Evaluate (Other)

- Analyses and evaluates multiple alternatives according to their impact on the team/business

#### Business Acumen (Other)

- Demonstrates a sound understanding of the business environment when proposing solutions to issues or advocating new business opportunities
- Evaluates commercial opportunities
- Creates and manages budgets

#### Communication (Other)

- Adapts verbal and written communication to engage and persuade a variety of audiences

#### Nuclear Science and Technology (Self)

- Maintains an interest in the nuclear science and technology industry
- Maintains an interest in trends and innovation in nuclear science and technology

#### Sales & Marketing Management

- Closes the sale
- Seels the opportunity
- Create commercial opportunities
- Conducts market segmentation
- Forecasts sales
- Evaluates and manages market activities
- Assess market needs
- Conducts research to support recommendations
- Develops and implements a marketing plan
- Prepares marketing collateral
- Conducts technical sales and marketing promotions

#### Financial Management

- Prepares submissions for new business (FIN 6-8)
- Determines business value using financial modelling

#### Commercialisation

- Demonstrates knowledge of the IP patenting process
- Demonstrates knowledge of the commercialisation of IP
- Demonstrates knowledge of fundraising and grants
- Demonstrates knowledge of the tendering process

#### Using Technology

- Implements, monitors and improves e-marketing strategy

- Shadowing: Senior team members to develop skills in Business Acumen

- Degree/ post-graduate degree (or equivalent) in Management (subjects must include Finance and Marketing)

- Project Management: Introduction
- Commercialisation and IP course/workshop

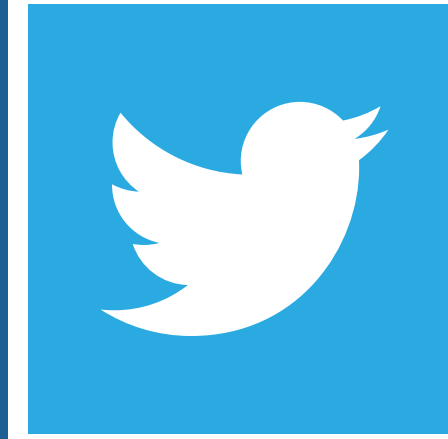
- Develops networks with creative and print media agencies
- Attends the AVTM conference once every 3-4 years
- Member of relevant industry/professional bodies
- Regular attendance at ANSTO Divisional meetings

# The future – Competencies Skills Based framework

- Identify skills gaps within the public sector research organisations
  - gain industry partner perspective
  - provide recommendations to address gaps
- In the Aussie context – a clearly defined career pathway for early career technology transfer professionals
- Grant awarded
- Project commence early 2015
- A framework for Professional Development across the research commercialisation sector



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Athena Prib, RTTP  
Commercial Director

P: +61 407 36 477

[athena@gemaker.com.au](mailto:athena@gemaker.com.au)

[www.gemaker.com.au](http://www.gemaker.com.au)



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# How are we doing?

- ...
- the broad set of skills outlined within research studies includes:
  - commercial awareness,
  - networking,
  - intellectual property rights,
  - domain knowledge,
  - Communication
  - new business development.

