Developing technology transfer professionals in Australia

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Commercial Director, gemaker
Chair of Marketing Committee, ATTP
“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

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

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

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

A FLEXIBLE TEAM OF COMMERCIALLY SAVVY GEEKS
20 Registered Technology Transfer Professionals and growing...
$9,578.1 million - Total Australian Government support (2012-13)

- 30% Australian Government research activities
- 29% Business Enterprise sector
- 19% Higher Education sector
- 8% National Health & Medical Research Council
- 6% Other Health
- 2% Cooperative Research Centres
- 2% Rural
- 2% Energy and the Environment
- 1% Other R&D
A FLEXIBLE TEAM OF COMMERCIALLY SAVVY GEEKS

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

AusBiotech
Australia's Biotechnology Organisation

Licensing Executives Society
Australia and New Zealand

Australasian Industrial Research Group

Institute of Patent and Trade Mark Attorneys of Australia

A FLEXIBLE TEAM OF COMMERCIALLY SAVVY GEEKS
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

<table>
<thead>
<tr>
<th>Leadership</th>
<th>Core</th>
<th>Technical</th>
<th>Development: Essentials</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategy (Self)</strong></td>
<td><strong>Analyse and Evaluate (Self)</strong></td>
<td><strong>Sales and Marketing Management</strong></td>
<td><strong>Experience</strong></td>
</tr>
<tr>
<td>• Understands ‘line of sight’ and works towards set goals</td>
<td>• Analyses and evaluates basic numerical, verbal and graphical data</td>
<td>• Manages customer sales</td>
<td></td>
</tr>
<tr>
<td>• Contributes to work planning and system development</td>
<td><strong>Decision-making (Self)</strong></td>
<td>• Conducts market research (BA 4-3)</td>
<td><strong>Education</strong></td>
</tr>
<tr>
<td><strong>Results (Self)</strong></td>
<td>• Considers multiple sources of information and identifies the most appropriate course of action</td>
<td></td>
<td>• Degree (or equivalent) in a Science or Engineering discipline</td>
</tr>
<tr>
<td>• Plans for, organises and monitors work to meet deadlines</td>
<td><strong>Business Acumen (Self)</strong></td>
<td><strong>Engagement</strong></td>
<td></td>
</tr>
<tr>
<td>• Achieves results within an agreed timeframe</td>
<td>• Demonstrates a basic knowledge of the business, its products and services, its competitors and the commercial drivers that impact the team</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Works within authorised and regulatory systems</td>
<td><strong>Improvement/Innovation (Self)</strong></td>
<td><strong>Influence (Self)</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Change (Self)</strong></td>
<td>• Works within established budgets</td>
<td>• Seeks acceptance of ideas using appropriate interpersonal skills and behaviours</td>
<td></td>
</tr>
<tr>
<td>• Adapts to change</td>
<td><strong>Using Technology</strong></td>
<td><strong>Communication (Self)</strong></td>
<td></td>
</tr>
<tr>
<td>• Is open to new and different ideas</td>
<td>• Uses initiative and generates workable solutions to address basic work problems</td>
<td>• Demonstrates verbal and written communication skills in a clear and appropriate manner</td>
<td></td>
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<tr>
<td>Consolidate all Leadership capabilities from Pre-Recruitment phase</td>
<td>Influence (Others) • Gains agreement and commitment from others using negotiation, persuasion and influence in line with authorities and using appropriate interpersonal skills and behaviours</td>
<td>Using Technology • Uses Web-authoring software My Source Matrix to create intranet pages</td>
<td>• Shadow: Market Development Manager (or equivalent) to gain Sales Management experience</td>
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</table>
## Position Profile: Research Organisation - Business Development Manager

### Within 2 years

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<td><strong>Strategy (Others)</strong></td>
<td>Analyse and Evaluate (Other)</td>
<td>Sales &amp; Marketing Management</td>
<td>Experience</td>
</tr>
<tr>
<td>- Sets goals and direction for the team</td>
<td>- Analyses and evaluates multiple alternatives according to their impact on the team/business</td>
<td>- Closes the sale</td>
<td>• Shadowing: Senior team members to develop skills in Business Acumen</td>
</tr>
<tr>
<td>- Develops business plans</td>
<td>- Sees the opportunity</td>
<td>- Create commercial opportunities</td>
<td></td>
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<td>- Creates systems on behalf of the team</td>
<td>- Conducts market segmentation</td>
<td>- Forecasts sales</td>
<td>• Degree/ post-graduate degree (or equivalent) in Management (subjects must include Finance and Marketing)</td>
</tr>
<tr>
<td>Results (Others)</td>
<td>Business Acumen (Other)</td>
<td>- Evaluates and manages market activities</td>
<td>• Project Management: Introduction</td>
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<td>- Scopes and manages projects to deliver results on behalf of the team</td>
<td>- Assesses market needs</td>
<td>- Assists in developing and implementing a marketing plan</td>
<td>• Commercialisation and IP course/workshop</td>
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<td>- Maintains compliance with authorised systems</td>
<td>Communication (Other)</td>
<td>- Prepares marketing collateral</td>
<td>• Develops networks with creative and print media agencies</td>
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<td>- Adapts verbal and written communication to engage and persuade a variety of audiences</td>
<td>Nuclear Science and Technology (Self)</td>
<td>- Conducts technical sales and marketing promotions</td>
<td>• Attends the AVTM conference once every 3-4 years</td>
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<td>- Maintains an interest in the nuclear science and technology industry</td>
<td>Financial Management</td>
<td>- Demonstrates knowledge of the IP patenting process</td>
<td>• Member of relevant industry/professional bodies</td>
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<td>- Maintains an interest in trends and innovation in nuclear science and technology</td>
<td>- Determines business value using financial modelling</td>
<td>- Demonstrates knowledge of the commercialisation of IP</td>
<td>• Regular attendance at ANSTO Divisional meetings</td>
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<td>Commercialisation</td>
<td><strong>Education</strong></td>
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<td>- Prepares submissions for new business (FIN 6-8)</td>
<td>- Demonstrates knowledge of the IP patenting process</td>
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<td><strong>Engagement</strong></td>
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<td>- Determines business value using financial modelling</td>
<td>- Demonstrates knowledge of fundraising and grants</td>
<td>- Demonstrates knowledge of the tendering process</td>
<td><strong>Using Technology</strong></td>
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<td><strong>Education</strong></td>
<td>- Implements, monitors and improves e-marketing strategy</td>
<td>- Develops networks with creative and print media agencies</td>
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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
A FLEXIBLE TEAM OF COMMERCIALLY SAVVY GEEKS

Engage in the community
Share your knowledge

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LinkedIn group
Facebook news

Engage in the community
Share your knowledge

ATTP
ALLIANCE OF TECHNOLOGY TRANSFER PROFESSIONALS
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.