



Driving innovation from science to business ?

Which tech transfer office staffing model is best ?

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Tech transfer in Aquitania: a picture



- SAIC UB1
- Service Valorisation UB2
- Val-UPPA
- Relations Partenariales-Valorisation CNRS

- 352 CRA
- Income: 10,6 M€
- 40 patents 2000-2005
- 24 licences
- 21 start-up

(2004 data)



A vision: a one-stop shop for university techno tranfer

Une initiative soutenue par



- **2005:** Office of Research & Innovation (DGRI), Dpt. of Education & Research, launched an initiative to boost university TLOs merging & foster innovation

- 4 University in Bordeaux & one in Pau
- 4 engineering schools in Bordeaux, & several other dispatched in the whole territory
- 3 TLOs



Personnel issues & management

« core element for successful technology transfer is people »

• Personnel issues

- Director, senior manager, tech transfer specialist, licensing associate, administrative staff
- Science trained, business experience, knowledge of IP
- Limited professional & support staff

• Management

- Involves many administrative, technical, business & communication skills
- Diversity of information, increasing workflow
- Commitment of policymakers

Which staffing model is best ?

- Side-by-side model

- Everybody is doing everything
- Nobody is a specialist
- Competition between public institution

= *the « cradle-to-grave » model*

From « cradle-to-grave staffing model... »

• Duties

- **Educate** researcher & students to IP problems
- **Detect** highly innovative projects,
- **Determine technology transfer strategy** (technical & market assessments),
- **Provide financial supports** to R&D projects,
- Identify **industrials partners** and set up business relationships,
- **Negotiate** and **draw-up/write** agreements (CDA, MTA, ...) with the industry,
- Protect University's **intellectual property** and manage patent portfolio

• Human resources

• SAIC Univ. Bordeaux 1

- 4 staff member (mixed people)
- 1075 researchers
- CRA turnover: 5 M€

• Cellule valo. Univ. Bordeaux 2

- 5 staff member (private contractants mainly)
- 1420 researchers
- CRA turnover: 4 M€

• Univ. Bordeaux 3 & 4

- No TLO
- 860 reserchers

• Val-UPPA

- 6 staff members (civil servant mainly)
- 728 reserchers
- CRA turnover : 1.5 M€

Which staffing model is best ?

- Side-by-side model

- Distributed model

- Example:

- OTT-NIH: One agency, one site, several institutes, a TTO in every institute & a licensing office in the central administration
- CNRS: one agency, many locations, TTO split in 2D (administrative & geographical dimensions)
- INSERM: one agency, many locations, one TTLO with local corresponding

- ...

Which staffing model is best ?

- Side-by-side model
- Distibuted model
- Hybrid model
 - 2D-organization (management & geographical)
 - Managing principles (science versus administrative)
 - « Science »: focus on innovation (invention disclosure, ...)
 - « Administrative »: focus on paper work (CDA, CRA, ...)
 - Job specialization
 - Tech transfert specialist with labs portfolio
 - From invention disclosure to licensing
 - IP & licensing specialist as supporting staff

...to « hybrid staffing model »

- Example: Aquitaine-valo, an organization on the move ...

	Executive Director PG		
	Education, Inv. disclosure, management KA	IP CRA, Licensing, Marketing LR	
Univ. Bx 1	ML, IR	KD	Dpt. Engineering. - MFD
Univ. Bx 2	JLC, CZ	AP, CM, CM	Dpt. Health & Biology - SM
UB3/UB4	JP		Dpt. Social Humanities
ANR	CM, CZ	CM	

Project team
Project team

Tech transfer specialist:
ML, IR, JLC, CZ
IP specialist:
KD, AP
Licensing specialist
CM

Conclusion

- Implementing a consortium model of a TTO across institutions presents many challenges,
 - Policy decisions
 - Context-specific functions
 - Conflicts of interest.
- But improve operating TTO
 - Critical mass of R&D activity
 - Cross-training:
 - Project team
- With key-factors
 - Entrepreneurial environment
 - Staff turnover