

# PARTNERING FOR SUCCESS

VENTURES THAT WORK FOR BOTH INDUSTRY AND ACADEMIA

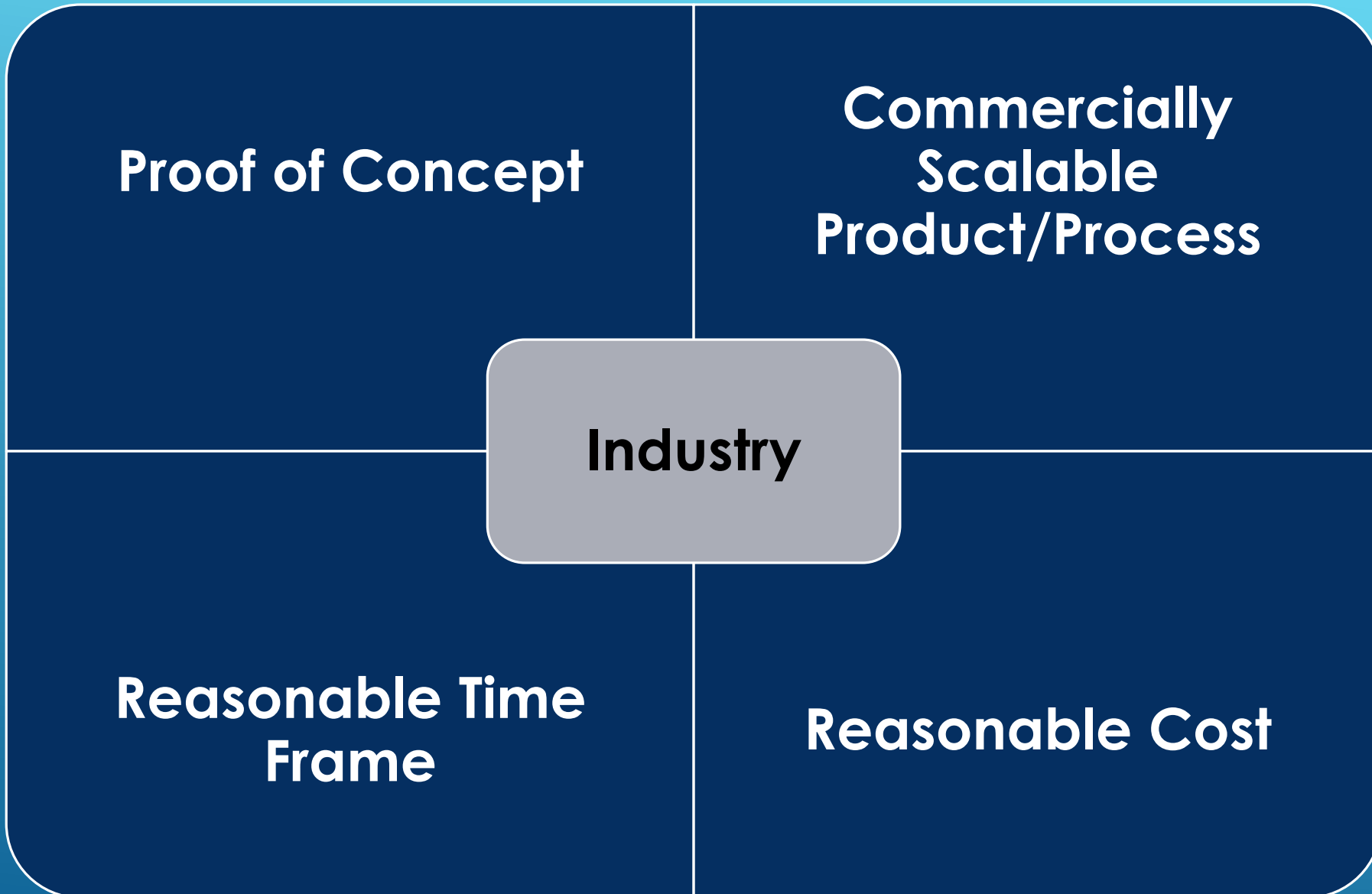
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## HOW DOES EACH PARTY VIEW THE COLLABORATION?

Collaboration between academic institutions and industrial companies can be very productive as long as each party understands the perspective of the other party and their expectations from the work carried out.



# PRESSURES ON THE INDUSTRY RESEARCHER

- **Various shareholders**
  - ❑ Immediate superior
  - ❑ Executive Board
  - ❑ Shareholders
  - ❑ Customers
- **Career Progression**
  - ❑ Promotion
  - ❑ Seniority
  - ❑ Independence
  - ❑ Salary
- **Personal Satisfaction**

## POSSIBLE AREAS WITH DIFFERENT PERSPECTIVES

- Objectives
- Output
- Fee Structure
- Timeline
- Reporting structure
- Intellectual Property
- Confidentiality
- “Credibility”
- “Project Drift”
- “Publish or Perish”

**These different perspectives will vary depending on the type of collaborative project being undertaken.**

# POSSIBLE TYPES OF COLLABORATIVE PROJECTS

- **Consultation**
- **Analysis**
- **Testing of a product**
- **Development of a product/process**
- **Basic R& D to discover scientific principles**

## DIFFERENT PERSPECTIVES

Consultation

Analysis

Testing of a product

These tend to be easily organized collaborations, without widely differing perspectives and expectations.

They offer a good example of where industry, particularly small companies with limited resources, can benefit from an academic's knowledge and an institutions equipment capabilities.



## DIFFERENT PERSPECTIVES

Development of a product

Development of a process

Basic R&D to discover scientific principles

These agreements are more complex and this is where the different perspectives come in to play.

Let's review these types of collaboration against the different perspectives we listed before.

# POSSIBLE AREAS WITH DIFFERENT PERSPECTIVES

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# INDUSTRY PERSPECTIVES

## ➤ Objectives:

- ❖ To achieve something that cannot be done within the company, due to knowledge, skills, equipment, time or financial limitations.

## ➤ Output:

- ❖ A new product, a new process, new knowledge to advance a particular technology.

## INDUSTRY PERSPECTIVES

### ➤ Fee Structure:

- ❖ Must be within budget constraints of the company.
- ❖ Must have an acceptable ROI.
- ❖ Often the question is “In-house or contract out”.
- ❖ Budget is often that of a particular department , not the company as a whole.

### ➤ Timeline:

- ❖ Must be comparable to internal project lifetimes.
- ❖ Must be acceptable to all shareholders.

# INDUSTRY PERSPECTIVES

## ➤ Reporting structure:

- ❖ Internally Industrial Researchers must keep management apprised monthly of progress on projects, no matter how slight.
- ❖ Project management programs demand constant review of progress for “Go/No-Go” decisions.

## ➤ Intellectual Property:

- ❖ If a company invests funds to develop a new product, process or basic knowledge they expect to own the intellectual property, exclusively.
- ❖ Industry does not always understand that this decision is not in the hands of the Academic researcher that they are working with. The rules are established by another function within the academic institution.

# INDUSTRY PERSPECTIVES

## ➤ Confidentiality:

- ❖ Within a company a researcher is required to sign an agreement not to divulge confidential information to anyone outside the company.
- ❖ They expect the same protocol to be observed within the academic institution that they are collaborating with.
- ❖ They expect this from PIs, students, post docs and technicians.

## ➤ “Credibility”

- ❖ Industry expects the academic researchers to be up to date with the latest knowledge on the subject they are wanting to investigate.
- ❖ This includes other academic work, patents and “state of the art” industrial practices.

# INDUSTRY PERSPECTIVES

## ➤ “Project Drift”:

- ❖ Industrial research projects are very focused on the stated objective of the project.
- ❖ Reviewed regularly for progress, success, failure, Go/NoGo decisions.
- ❖ Serendipitous discoveries have to be followed in a very disciplined manner, so as not to detract from the primary project objective.

# INDUSTRY PERSPECTIVES

## ➤ “Publish or Perish”

- ❖ Industry would like all information from a project to be kept confidential and not disclosed outside of the collaborative team.
- ❖ They generally understand the “Publish or Perish” conundrum that Academic researchers face and are prepared to negotiate limited release of information, often on a delayed timeline.



**THE DAYS ARE GONE WHEN INDUSTRY COULD DISPENSE  
LARGE SUMS OF MONEY TO ACADEMIC INSTITUTIONS FOR  
RESEARCH WITH NO STRINGS ATTACHED.**