



**KU LEUVEN**  
RESEARCH & DEVELOPMENT



# Innovative partnerships: institutional strategies

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November 7, 2016



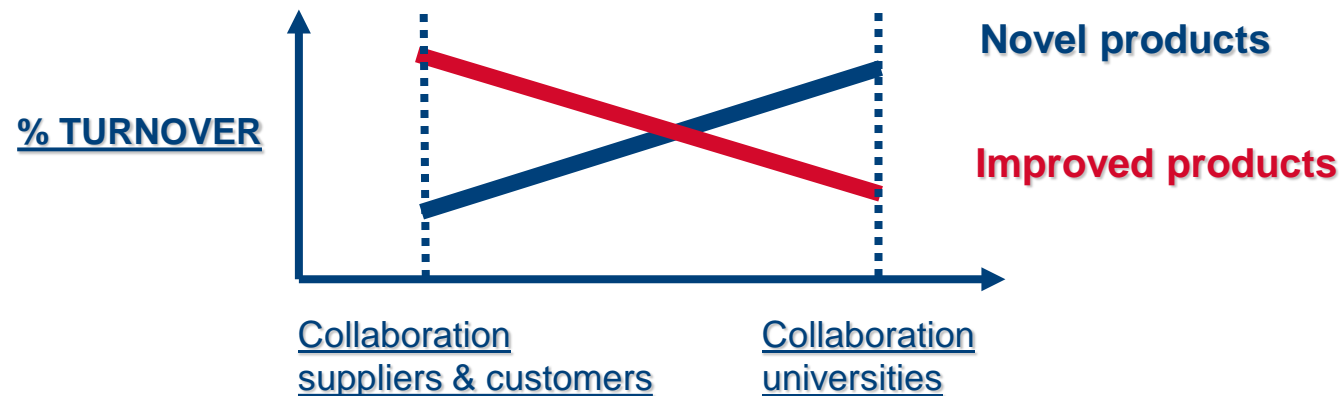
# KU Leuven Research & Development (LRD)

- Founded in 1972; currently 90 employees
- Three activity areas:
  - Contract & collaborative research:
    - >2000 new agreements / year
    - 55% of turnover
  - Intellectual property:
    - > 200 invention disclosures / year
    - > 100 mio euro royalty income / year
  - Spinning out companies:
    - > 110 spin-offs so far; 4200 direct employees
    - 7 IPO's



# Impact of U-I interaction

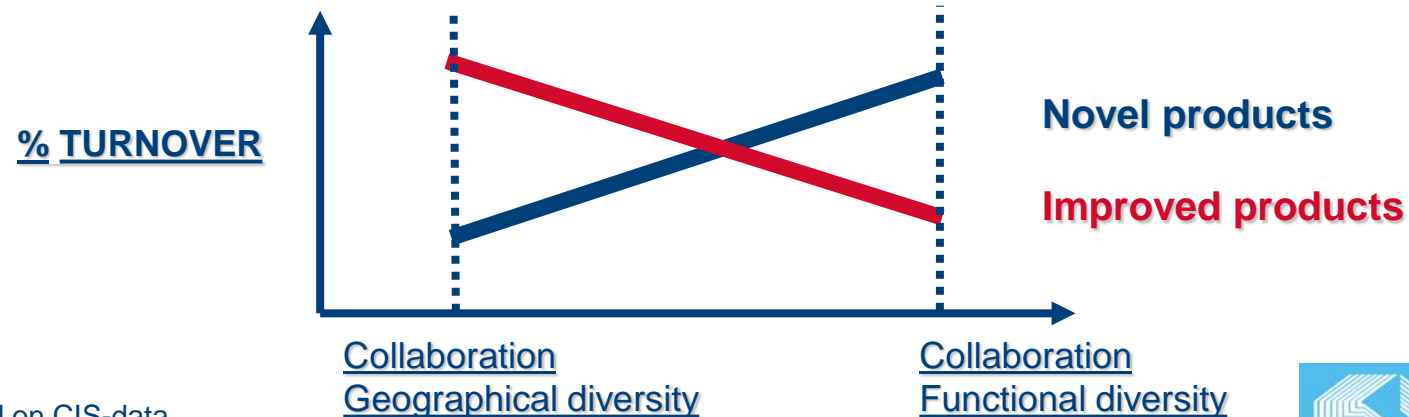
- Empirical research shows that collaboration with universities significantly impacts upon the % of turnover from novel products; whereas collaboration with suppliers and customers significantly impacts upon % turnover from improved products
- Results --- summary:



Source: Faems, Van Looy & Debackere, 2005; based on CIS-data

# Impact of U-I interaction (2)

- Empirical research shows that collaboration with functionally diverse partners significantly impacts upon the % of turnover from novel products; whereas collaboration with geographically diverse partners significantly impacts upon % turnover from improved products
- Results --- summary:



Source: JPIM, 2011; based on CIS-data

# A wide range of possibilities

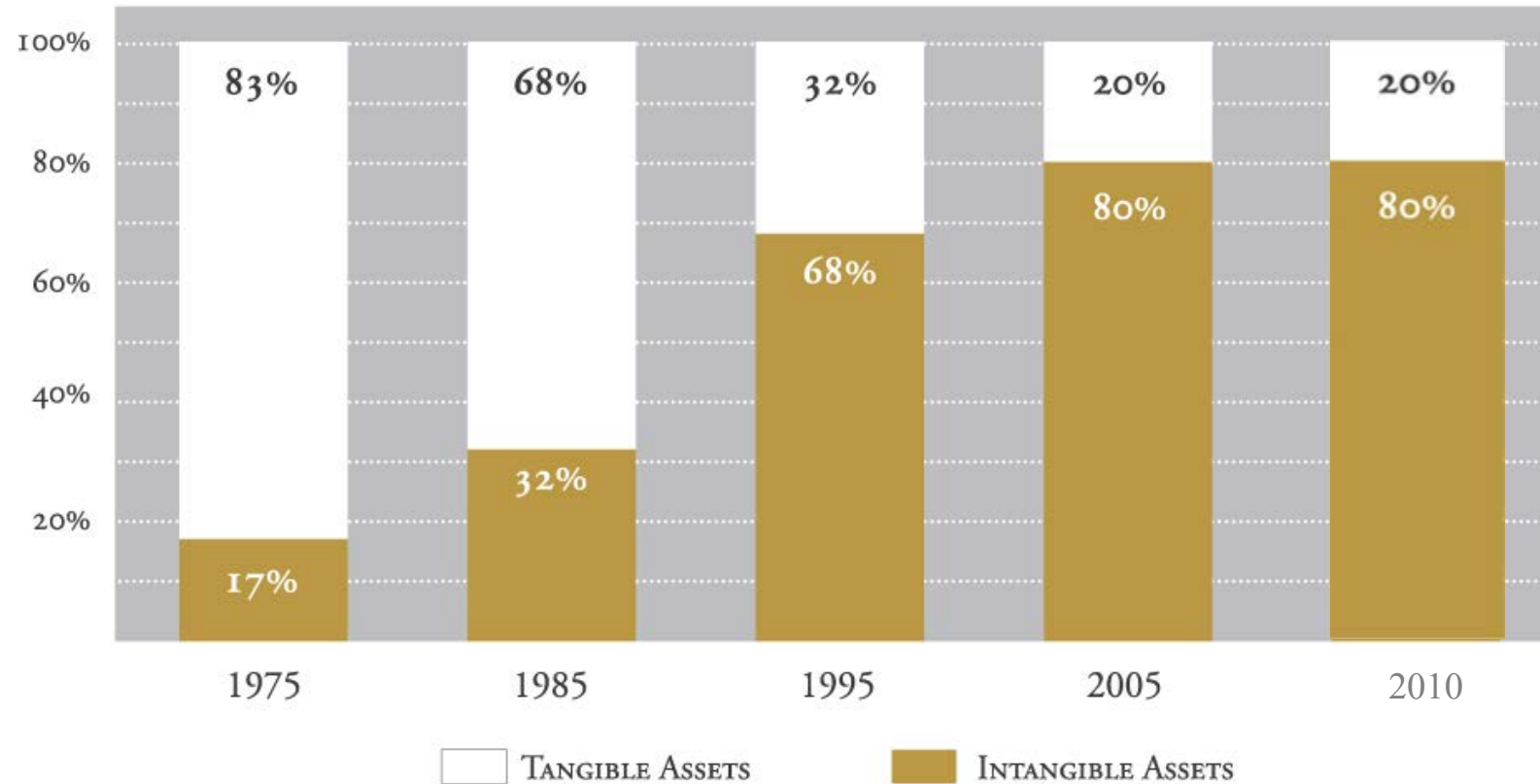
- Gatekeeping (two way street)
- Use of infrastructure & facilities
- Consultancy: expert opinions / analysis
- Feasibility studies / simulations
- (Clinical) trials
- Joint R&D: bi- or multilateral
- Licensing: patents, software, materials, ...
- Spin-offs, joint ventures, ...

# Major challenges - how to deal with them?

- Visible support from the top
- Importance of IP?
- Exclusivity
- Term of collaboration?
- The best way to move technology is to move a human carrier!

# The importance of IP?

COMPONENTS OF S&P 500 MARKET VALUE



Source: Ocean Tomo

# Major challenges - how to deal with them?

- Visible support (and investment ...) from the top
- Importance of IP?
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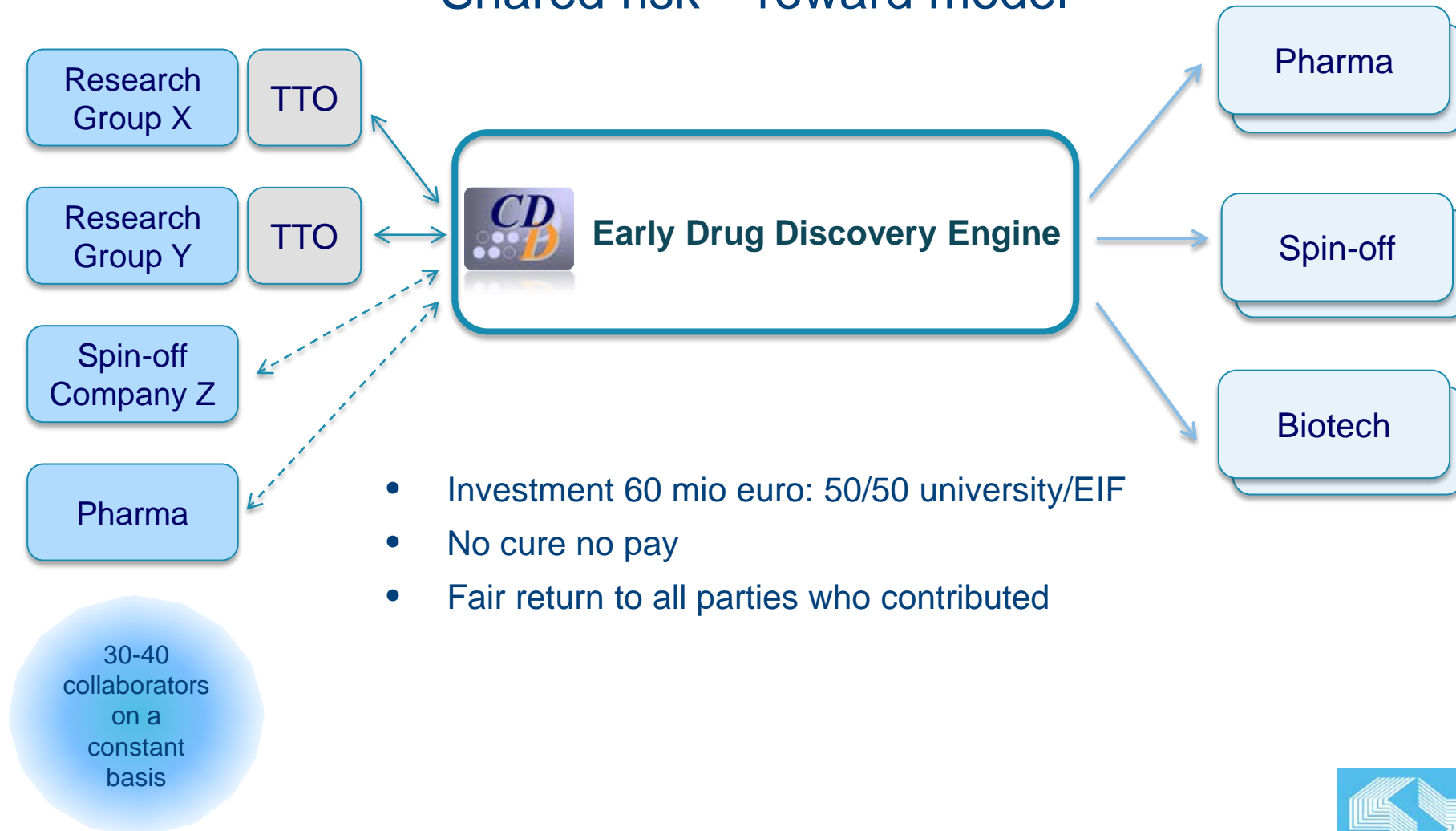


# Major challenges - how to deal with them (2)?

- One stop shop
- Interdisciplinary research vs. “walls” of faculties
- Flexible terms and constructions: may vary over time (content, volume, ...) BUT continuity required regarding the university policies & strategy!
- More and more: concentration of research partners

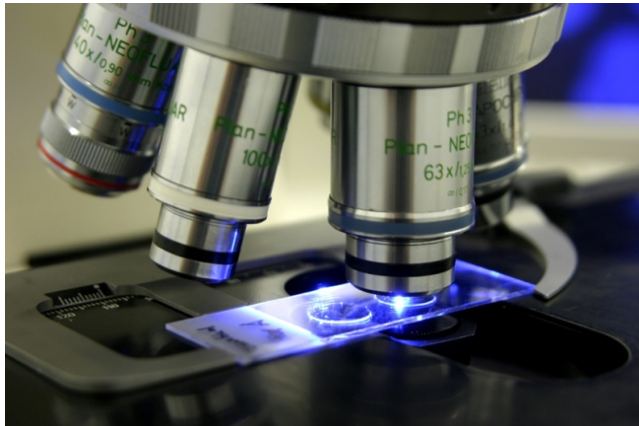
# CD3 partnership

## Shared risk – reward model



# Features that have proven to be important to us ...

- Innovation networks / clusters ≠ bricks & mortar
- Full (and active!) endorsement of the university top
- Incubation/Proof-of-concept investments (policy choice!)
- Reality check: vast majority of partnerships find their origin at researchers' level – but you can help to create opportunities
- Access to early stage breakthroughs: close relationship
- Key words: flexibility AND stability + “skin in the game”



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