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BREAKTHROUGH

THE NEW PUBLICATION FROM THE UNITED KINGDOM SCIENCE PARK ASSOCIATION

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From the Editor

P PraxisUnico has been busy representing the sector at House of Commons Select Committee inquiry “Managing IP & Technology Transfer”, and as we go to press the final report from that Committee has just been launched. You can read more about how we put together our submissions for such consultations, and about our experience of presenting to the Committee on pages 4-5. We’re delighted to see that the final report acknowledges the good work universities and PSREs are doing, and recognises the need for the industry-demand side to be stimulated to achieve the full potential and social and economic impact of university-industry collaborations. We’ll be looking at best practice in this area, and many other hot

topics, at our Conference on June 14-16, and look forward to meeting many of you there. We’re also a content partner at the UKSPA conference in May, and continue spreading the word and bringing back learning from overseas. You can read more about some of the great impact KEC professionals have enabled on pages 16-20. And, of course, we continue to deliver our practitioner-led training schedule, to ensure the good work and professionalisation continues. In the background, there has been a lot of work done in the process of bringing together PraxisUnico and AURIL as a new single entity. In our next issue, out in September, we will no doubt have lots more to update you on, but catch up with where things are at now on page 16.



12 Transferring Research into Applicable Technology

CONTENTS

- | | | | |
|---|---|----|---|
| 4 | The Life Cycle of a PraxisUnico Consultation Response | 9 | My First PraxisUnico Conference |
| 5 | Best of the Blog | 10 | KEC in the UK: Structures for Success |
| 6 | The Revised Lambert 2 Toolkit | 12 | Translating Research into Applicable Technology |
| 7 | KEC Career Profile | 14 | The KEC Effect: Strathclyde University |
| 8 | International Update | 16 | Auril & PraxisUnico: Stronger Together |



The Life Cycle of a PraxisUnico Consultation Response

Anyone working in the technology transfer and knowledge exchange sector will have noticed that reviews and consultations crop up with relative frequency.

At PraxisUnico, we work to advocate the views of our members, to make sure they are represented on issues which affect them. But how do we come up with these responses?

The first point of contact is often our Policy Officer, Tamsin Mann. Tamsin works to keep abreast of the latest developments and ensure we are well-placed and well-informed to respond. Tamsin will often be the first to hear about consultations through her contacts, or either she or another member of PraxisUnico will be contacted directly by e.g. BIS, HEFCE or another review body for our input.

We also rely on our expert practitioners

sharing information to keep us up to date, as a vital source of intelligence. Tamsin works very closely with our Advocacy committee, which is made up of highly experienced practitioners from across a range of universities and PSREs. Each member of the Advocacy committee gives up their time to contribute their views and provide direction, to ensure that a balanced and rigorous agenda is pursued on behalf of our membership. When calls such as the Dowling Review comes in, a lead contact on the Committee is appointed, to work with Tamsin in shaping the response.

In the case of the Dowling Review, that person was David Hartley, Commercial & Knowledge Transfer Manager of Oxford Brookes University. David has worked at a senior level in the private, public and not-for-profit sectors, including oversight of publicly funded schemes for business support, and now manages

Oxford Brookes' commercialisation and knowledge transfer projects across a wide range of technical and professional sectors.

Tamsin's knowledge of the policy landscape and David's experience of technology and knowledge transfer shape an initial response, which is then circulated to the rest of the Advocacy Committee. The Committee's comments and critiques are then incorporated into further revised versions, until a fully considered and representative response is achieved. The response is then submitted to the Review Panel, and circulated to members for their information.

All PraxisUnico consultations are stored on our website for reference, as are full lists of all Committee Members. If you'd like to get involved with PraxisUnico and shape the Advocacy agenda, please get in touch by emailing tamsin.mann@praxisunico.org.uk.

PRAXISUNICO GIVES EVIDENCE AT HOUSE OF COMMONS SCIENCE & TECHNOLOGY SELECT COMMITTEE INQUIRY: 'MANAGING IP AND TECHNOLOGY TRANSFER'

Dr Phil Clare appeared in front of the House of Commons Science & Technology Select Committee as one of the first witnesses for the Inquiry 'Managing IP and Technology Transfer'. Phil represented PraxisUnico and AURIL members in his capacity as Chair of PraxisUnico's Advocacy Committee.

Last week Dr Phil Clare appeared in front of the House of Commons Science & Technology Select Committee as one of the first witnesses for the Inquiry 'Managing IP and Technology Transfer'. Phil represented PraxisUnico and AURIL members in his capacity as Chair of PraxisUnico's Advocacy Committee. He spoke alongside National Centre for University Business' Rosa Fernandez and Toby Basey-Fisher from Imperial College London spin-out Eva Diagnostics, who shared their perspectives on the issues. Giving evidence in the previous session were Dr Tony Raven, Cambridge Enterprise, and Dr Claire Brady, Edinburgh Research and Innovation; both PraxisUnico members and actively involved in advocacy for the sector.

The Inquiry was launched in July 2016: one in a long-line of similar inquiries into how universities and businesses can do more together for greater economic and social impact. This inquiry asked specifically about 'Technology Transfer' but in both written and oral evidence we emphasised

the need to broaden the conversation out to encourage understanding of different parts of the research to impact continuum. In response to a question on the re-launched Lambert Agreements, for example, Phil noted that they are designed to deal with projects that haven't yet generated IP, which is why negotiations can be so difficult. Nonetheless, they provide a valuable starting point for many universities and their partners and the terms agreed on at this stage have an important bearing on later stage commercialisation options. Businesses have as much a role to play in understanding university constraints around contractual terms – they are charities and have social obligations – as universities do in understanding commercial motivations.

Written evidence to the Committee was unanimous in stating that there was no 'one-size fits all' solution to commercialising academic research. It also revealed common issues around resourcing in TTOs and an awareness of the constraints under which staff operate. The majority pointed out that commercialisation (patents, licensing, spin-outs) is a relatively niche activity dominated by no more than ten research-intensive UK HEIs. (This is clear from annual HE-BCI returns.) The KEC sector, therefore, emphasises the value of wider KE activity which has outcomes that are often harder to measure. In her response to MP's questioning around metrics, Claire Brady noted that 'repeat

business' was a simple indicator that an external partner had valued a previous engagement and wanted to do more.

Questions from the Committee's MPs ranged broadly across engaging with SMEs, early stage finance, and tech transfer policies and process. The Dowling Review was referenced a number of times for its illustration of the sector's complexity. Phil Clare noted that this complexity could be a symptom of its maturity rather than symptomatic of a problem. However, all witnesses agreed that the formation of UKRI could be an opportunity for better communication between funding bodies and better signposting in terms of how different funds complement each other along a commercialisation pipeline. This is something that PraxisUnico is committed to supporting through its work with sector stakeholders.

This Inquiry has provided PraxisUnico another opportunity to set-out the challenges and complexities of commercialising university research but, importantly, also to present evidence that demonstrates the strength of the sector and the skilled professionals who work in KEC; something that was emphasised most recently in the McMillan review of Technology Transfer (HEFCE). The Select Committee will continue to hear evidence over the next few months before producing their final report.



The Revised Lambert 2 Toolkit

The revised Lambert 2 Toolkit, recently launched by the Minister for Intellectual Property, has a new suite of model collaboration agreements and the fast track model agreement, with extensive guidance on their use and on associated legal matters including data protection and anti-bribery.

The Lambert Toolkit was originally developed in 2005 to improve collaboration between Universities and Business through a series of model research collaboration agreements prepared by a Working Group representing industry and academia. The aim was to produce a compromise approach that was fair and balanced, without favouring either party's interests.

Eight years later, the Intellectual Property Office commissioned a review in collaboration with AURIL and PraxisUnico (which are currently considering a merger), as well as with the Confederation of British Industry and Innovate UK. The Working Group was refreshed following this usage review, conducted by IP Pragmatics Limited in 2013.

This has led to a new suite of model collaboration agreements, plus extensive guidance on their use and on associated legal matters including data protection and anti-bribery. The revised Lambert 2 Toolkit was launched on 6 October 2016 at the AURIL annual conference in Edinburgh by the Minister of State for Energy and Intellectual Property, Baroness Neville-Rolfe.

The Toolkit, hosted by the Intellectual Property Office, also contains the fast track model agreement developed by Public Health England (PHE)¹. According to its CEO Duncan Selbie: "The PHE fast track evaluation agreement was developed during the Ebola crisis to make it easier for public bodies that need to respond to rapidly-evolving situations to work in an agile way, and at short notice, with industry and academia. It provides a framework that protects the interests of the taxpayer but involves a minimum of negotiation and legal drafting, which could otherwise be a barrier during a period of emergency response."

This way of working will yield significant public health benefits and contributed

to PHE winning the PraxisUnico and UK Research Councils Impact Award for Contribution to Society.

PHE's lead entrant for the Impact Award, Dr Seshadri Vasan RTTP, who co-drafted the fast track model agreement, explained the rationale behind its salient features: "During an emergency like Ebola or Zika, public bodies and global stakeholders must avoid duplication of efforts and promptly share information on which countermeasures are promising and which are dead-ends in order to ensure a coordinated global response. The ability to use the results for non-commercial purposes will be critical to allow further research and evaluation. If public sector resources are diverted towards fast track evaluation and development of a countermeasure, then it is also reasonable to expect a fair value for the taxpayer if it is sold back to the public in the future."

The 2017 PraxisUnico conference at Sheffield Hallam University will have an informative session on the Lambert 2 Toolkit, featuring speakers who were closely involved with its development.

1. Intellectual Property Office(2013) Collaborative Research between Business and Universities: The Lambert Toolkit 8 Years On (ISBN: 978-1-908908-72-8) available from www.ip-pragmatics.com/downloads/pdf/ipresearch-lambert.pdf; Public Health England (2016) Duncan Selbie's Friday Message (7 October 2016) available from https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/558633/DS_Friday_message_7_October_2016.pdf

KEC Career Profile



Dr Maher Khaled

Director, Commercial Engagement
Personalised Medicine, Uniquest Pty Ltd,
University of Queensland

Maher has been working in technology transfer for 8 years. He started as a Technology Associate within the Life Sciences team at Cambridge Enterprise in May 2005.

“It’s good to know you have helped take a technology from a graph or sketch on an invention disclosure to a product that can be bought.”

How did you get into technology transfer?

I trained as an intellectual property and insurance lawyer, and moved into technology transfer as a Technology Associate within the Life Sciences team at Cambridge Enterprise (CE) in May 2005. I left the profession for a few years to obtain experience in management consulting before returning to technology transfer in Australia in a predominantly licensing role that focuses on diagnostics and targeted therapies.

How has your career progressed from that point to where you are today?

After internships at the Queensland Institute of Medical Research (Brisbane, Australia) and at Imperial Innovations, Imperial College London, I spent 6 years at Cambridge Enterprise.

Since then I worked at McKinsey & Co., a management consulting firm, for over two years. I spent a lot of time focusing on market analytics and business problem solving, before returning to technology transfer in Australia.

What training have you had which has been particularly useful?

The PraxisUnico Fundamentals of Technology Transfer and Advanced Licensing courses are essential to be able to handle a full licensing negotiation without significant oversight. Without the introduction to the concepts they detail, it is quite easy to misinterpret or get lost in discussions with licensees.

In addition, I completed a professional doctorate in biotechnology that examined business plan writing, marketing and the financial aspects of early stage companies. Most of the training I’ve had has been on the job though, as nothing can teach you like first-hand experience!

What does your day-to-day role involve?

Since returning to technology transfer I have noticed that industry has higher expectations of Universities regarding the commercial case to support our technologies. We are no longer just filing patents and marketing good science, rather we are now expected to define the product proposition, perform cost/benefit analysis and define the customer segments for our technologies. I’ve built market sizing models that have included primary research such as cold-calling pathology labs to obtain testing and patient response rates.

The bar is also higher to pique industry interest as major companies are bombarded with thousands of unsolicited partnering opportunities every year. I assist my researchers with their presentations to identify issues and data that they need to address in their pitches.

Which achievements would you describe as career highlights?

A lot of attention is paid to invention disclosure and deal rates when technology transfer is really about taking products and services to market. Hence, my highlights are any time I’ve contributed to a technology that a customer or patient has subsequently found to be beneficial. It’s good to know you have helped take a technology from a graph or sketch on an invention disclosure to a product that can be bought.

PraxisUnico is the UK’s leading professional association for research commercialisation practitioners.
For further information about careers in technology transfer and knowledge exchange visit www.praxisunico.org.uk

"There's a high cost when working in a low trust environment."

That's how one of our Chinese collaborators in Beijing described the challenges of doing business in China. To understand what he meant, it's important to consider how the country has changed, and the effects that this has had for business relationships. Until very recently, personal and family ties were everything. You established your credibility and trustworthiness by demonstrating who you were and how you were connected to the community. It's what underpins those long introductory sessions in Chinese negotiations, which are so puzzling to western professionals. Chinese business people are learning that in the west these have little importance. As a trainer from a different organisation rather pithily put it "Dude, nobody cares who your dad is."

But this community background is also becoming less relevant in China itself. With the headlong rush to industrialisation and urbanisation, old ties become less relevant and individuals have no choice but to do

business with people they don't know and with whom they have no previous connection. Yet trust is essential in business so what replaces this social capital? Well, basically, money. Paying for something upfront becomes a sign you are credible and serious about the negotiation, hence the quote at the start of this blog.

Yet we all know that for effective knowledge exchange and commercialisation, networks built on trust are essential. During recent PraxisUnico training blocks in Nanhai and Beijing, this became a surprisingly hot topic. Trainees from the previous course in Shanghai talked with the new delegates about building networks and using these to increase effectiveness. The new trainees voiced their concerns – when you network you share information, and information is a valuable commodity. How do you protect yourself against loss of this value? Our Shanghai "graduates" did a great job of explaining about the bigger picture and the gains that come from cooperativity.

And the implications for those of us based outside China but who want to do business there? Take the long-term approach, build trust-based relationships and be professional. Which doesn't really sound that different from anywhere else, does it?

PraxisUnico is delivering intensive cohort training in Guangdong province (supported by the Foreign and Commonwealth Office via the Prosperity Fund and Nanhai Economic And Scientific Promotion Bureau & Nanhai Intellectual Property Bureau) and in Beijing (supported by China International Technology Transfer Centre). We are collaborating with Jusirui and with Murray International Partners. Nessa Carey, PraxisUnico's International Director, co-trained with Michael Murray (Nanhai) and Adam Irvine (Beijing).



My First PraxisUnico Conference

Steve Lott, Business Development Manager, Inteum Company, LLC, describes his first PraxisUnico Conference experience.

I attended my first PraxisUnico Conference at Southampton in 2012, after joining Inteum Company the year before. I've attended the conference every year since then, as it has proven to be an invaluable resource for me, both personally and professionally.

First, it is an excellent way to keep in touch with what is happening in Technology and Knowledge Transfer in the UK, an essential part of what I do to ensure we can support our clients. Our clients themselves are another reason for attending. As the global leaders in Academic Technology and Knowledge Transfer management solutions, the conference is a great opportunity to network with existing clients and to meet others

who might be interested in our solutions. The part of the conference that I remember the most is the welcoming atmosphere and a culture where I felt part of the group almost immediately. One of my favourite events is the poster competition held each year, where the entries are displayed in the networking area. It is a great opportunity to see the type of innovation people are working on and interact with those responsible for developing it.

The Gala Dinner combined with the Impact Awards is a great event in itself. It is nice to see people in our industry being recognised for their work. The networking around the tables is always impactful each and every year. This valuable networking

experience will always be a key reason for me attending. I finally got to meet a lot of people that I had only spoken with on the phone or emailed previously. I also met a lot of people I have worked with and who have since become Inteum clients.

The conference was extremely useful in so many ways. With the people I met there, I was able to grow our business in the UK and use the knowledge gained at the conference to inform our team about new situations our clients might find themselves in and be sure that Inteum was ready to support them.

KEC IN THE UK: STRUCTURES FOR SUCCESS

In the UK, publicly funded research takes place within Public Sector Research Establishments such as The National Physical Laboratory and within Higher Education Institutions. In this issue we look at the profile of KEC functions within the University sector.

There are distinct segments within UK universities. The 6 universities at the top of the Russell Group are quite different, being larger operations – these include the Universities of Cambridge, Oxford, Manchester, Edinburgh, UCL and Imperial College London, and are much more likely to have a dedicated commercialisation arm (e.g. Cambridge Enterprise, Imperial Innovations, etc.).

The other 18 Russell Group universities are research intensive, but more likely to have a combined Research & Enterprise function. Universities which were established post 1992 are unlikely to have a commercialisation arm, but this is not to say that knowledge exchange is not an important and successful part of their remit, as the research impact ratings in the REF demonstrate. For instance,

Bournemouth University, which we look at in this issue, had 70% of its research impact deemed to be “outstanding (4*) or very considerable (3*)” in the recent REF results. Universities pre-1992 are a heterogeneous group of 45 universities established prior to the Further and Higher Education Act 1992 but which are not part of the Russell Group. In addition there are 19 Higher Education Institutions which are smaller than non-specialist HEIs and include institutions such as the Royal College of Art.

We take a look at how award-winning universities from different segments, recognised for their KEC success, structure their activity. This diverse, vibrant landscape caters for varying needs of industry and society, while allowing institutions to best enable and support interactions between business and communities, appropriate to their expertise, heritage and size. KEC success and contribution to the UK takes many forms, and is an asset we can be proud of.



UNIVERSITY OF YORK



- **University research income: £64.6m**
- **Number of academics: 1467**
- **Number of KEC staff: 22**
- **Location and KEC structure: KE teams supporting Research, commercialisation, economic development and CPD are centrally co-located within the Research & Enterprise Directorate. The University operates on the principle that research, KE and impact are closely entwined and the University should involve potential beneficiaries of research at the earliest stage to maximise opportunities for impact.**
- **% of research rated world-leading or internationally excellent: 83%**

The University of York is a Russell Group university with an outstanding research reputation and was ranked in the top ten UK universities for research impact in the 2014 Research Excellence Framework (REF), which assesses all UK higher education institutions. York is widely recognised for a collaborative and interdisciplinary approach to research and knowledge exchange on local, regional, national and international scale. York is closely involved in developing the regional and national bioeconomy, and provides extensive commissioned research for the NHS and health sector. It leads the Quantum Communications Hub and Digital Creativity labs, both exciting, industry-academic partnerships.

QUEEN'S UNIVERSITY BELFAST



- **University research income: £96m (2015/16)**
- **Number of academics: 1450 (895 teaching and research + 555 contract researchers)**
- **Number of KEC staff: 30**
- **Location and KEC structure: Queen's University's KEC teams are located within the Research and Enterprise Directorate**
- **% of research rated world-leading or internationally excellent: 75% (REF 2014)**

Queen's is a member of the Russell Group and is at the forefront of global research in areas as diverse as Conflict Transformation, Electronic Communication and Information Technology, Food Security, and Health Sciences. The University has strong collaborations with international industrial partners such as Bombardier, Petronas and Seagate and also maintains an active engagement with SME's based on the island of Ireland. A key component of the University's KEC work is the support given to spin-out enterprises. Companies developed at Queen's have an annual turnover in excess of £170m and sustain nearly 1,600 high-value jobs. In 2014/15 Queen's was the also the best performing University in the UK in terms of revenues from IP (£34.5m). As one of the UK's leading Knowledge Transfer Partnership (KTP) universities, Queen's has helped more than 350 companies improve their products and services, working with companies across from micro-businesses to multi-nationals. To find out more or to get in touch please visit <http://www.qub.ac.uk/Research/Research-contacts/>

OXFORD UNIVERSITY



- **University research income: £537.4m**
- **Number of academics: 6376 (includes 1817 academics and 4618 researchers)**
- **Number of KEC staff: Approx 170 (90 in Oxford University Innovation and 80 in other parts of the University)**
- **Location and KEC structure: The University has a dedicated commercialisation organisation, Oxford University Innovation, and a dedicated central Knowledge Exchange Team, with other staff embedded within Divisional Offices and departments of the university.**
- **% of research rated world-leading or internationally excellent: 87%**

Knowledge exchange in its broadest sense is supported by a number of units across Oxford University. Oxford University Innovation (OUI) is responsible for protection of IP and its commercialisation through licensing and company creation. In 2016 OUI launched 24 companies with a combined £52.6m in early stage funding, a new record in spinout generation for the UK and Europe. The Research Services Knowledge Exchange and Impact Team (RS-KEIT), has a broad remit including support for regional innovation activity, social enterprise, partnerships in space, digital and health technologies, in co-operation with the Public Engagement with Research and IP Rights Management teams and KE staff in other departments and divisions.

KINGSTON UNIVERSITY



- **University research income: £7.1m**
- **Number of academics: 1063**
- **Number of KEC staff: 20, located centrally**
- **Location and KEC structure: We have a dedicated central Business and Enterprise Centre, and Research & Innovation Support Office under the same DVC that cooperate closely and are undergoing integration. There are also dedicated Faculty leads and some local support.**
- **% of research rated world leading or internationally excellent: 60%**

Knowledge exchange remains firmly established in its importance at Kingston University. We support knowledge exchange and business/public engagement in many forms and have a strong interaction between research and enterprise support units (which are in the process of becoming closer) to facilitate KE throughout the research lifecycle and all technology or social readiness levels, through to workforce development activities. We are placed within the top 125 Universities in the world for international outlook, and have been regularly recognised over the last 5 years for our support for student entrepreneurs. We hold an AthenaSwan bronze award and a Silver Small Business Charter Award. For more information visit: <http://www.kingston.ac.uk/services-for-business/>

KNOWLEDGE TRANSFER CASE STUDY



Translating Research into Applicable Technology

Research using lasers to study ultra-fast phenomena of biomedical relevance led to a disruptive new application – a non-invasive sub-surface analysis enabling measurement of chemical composition using ultra-fast spectroscopy.

Cobalt Light Systems has commercialised applications with pharmaceutical companies for non-invasive materials testing, and 65 European airports use its technology to scan the contents of bottles for the presence of liquid explosives. After decades in development, this technology is 10 times more effective than the alternatives.

Professor Pavel Matousek, Senior Fellow at the Science and Technology Facilities Council (STFC) Rutherford Appleton Laboratory, and Founding Director and Chief Scientific Officer

of Cobalt Light Systems, invented the laser probing technology, and notably pioneered spatially offset Raman spectroscopy (SORS) and transmission Raman spectroscopy (TRS) for pharmaceutical applications.

"We currently have 8 patent families on this technology, and our publications allowed us to secure more funding for research."

While conducting his research, Pavel realised that the new technologies could have commercial applications for laboratory and industrial analysis. He began the process of establishing Cobalt Light Systems in collaboration with the STFC Technology Transfer Office to develop commercial applications for novel Raman spectroscopy technologies.

The Technology Transfer Office provided a dedicated contact who understood the technology – Dr Darren Andrews, now one of the Directors of Cobalt Light Systems. Darren worked on the patenting and business development associated with the technology, leaving Pavel free to dedicate his time entirely to the science.

The technology was patented in 2004, but relied on research conducted over the



previous 10 years on instrumentation – this R&D, combined with the ability to explore it further and the flexibility to devote time and effort to it, was key to uncovering new phenomena of biological relevance.

As Pavel says, “There is often tension between publishing research and obtaining patents, as research disseminated into the public domain precludes subsequent patenting. Working with patenting experts, we filed a patent application within a very short timescale and published a paper immediately afterwards. Such harmonisation between science and commercialisation enabled us to develop and share the research while protecting our intellectual property. This initiative required a lot of time, effort, funding and collaboration; I would not have been able to commercialise the technology on my own.

“We also secured commercial funding which fed in to the academic component, leading to greater understanding of the technology, more publications and several international awards: all invaluable when it came to launching Cobalt Light Systems in 2008. Our credibility in the field gave potential investors the assurance they needed that the technology was valid and effective.”

The Commercial Office provided the required support to develop the project through to a marketable product or service. Today, Cobalt Light Systems employs over 40 staff members and has a new subsidiary in the US.

“The entire commercialisation process, from beginning to end, is very complex, with many legal and administrative issues. Its success would not have been possible without technology transfer support”

Professor Pavel Matousek,
Founding Director and Chief Scientific Officer of Cobalt Light Systems



THE KEC EFFECT: STRATHCLYDE UNIVERSITY

Based on EPSRC research undertaken at the University of Strathclyde, Cascade began as a PhD research project in Strathclyde's Physics Department, with the research of academics Geoff Duxbury and Nigel Langford, and EPSRC-funded research student Erwan Normand. Strathclyde University Innovations hosted and nurtured Cascade until 2006, when Cascade moved to larger premises in Stirling. The University KEC team maintained the relationship, negotiating licence and royalty arrangements with Cascade's Board in advance of subsequent 'A' and 'B' funding rounds.

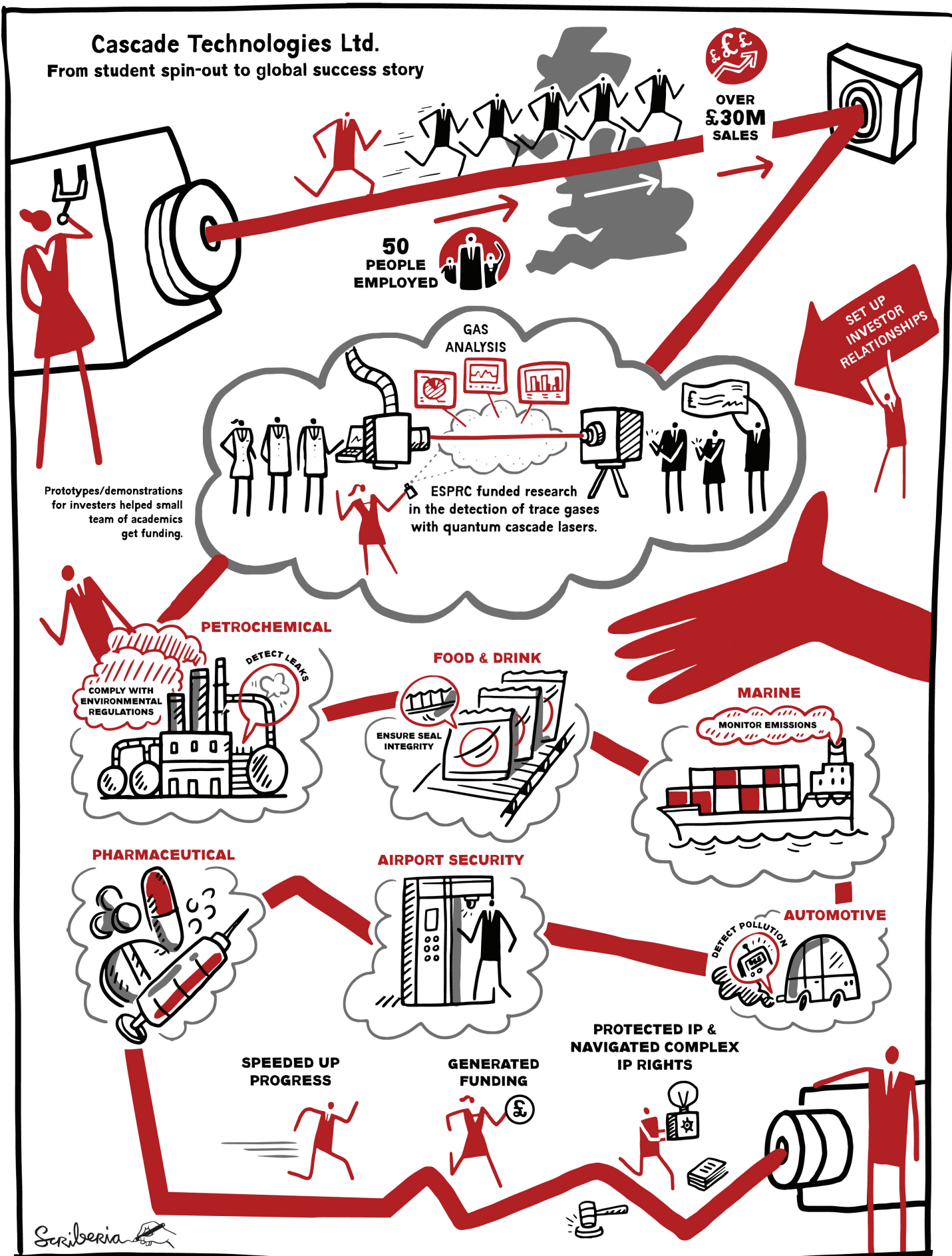
It became Strathclyde's first student-led technology spin-out in 2004. In December 2014 Cascade Technologies was acquired by the US firm Emerson for c. £37M, representing the largest single return achieved by the University from the sale of a spinout company.

The role of the Strathclyde KEC Team was to support the vision of Normand to move fundamental research findings quickly through patenting and spin out despite the complexity of shared-IPR ownership, to support company growth to the stage when it became

attractive to VC-type investment, and to manage the University's participation as a licensee and shareholder towards acquisition. The success of the KEC Team's efforts can be demonstrated by the company's ability to secure several investment rounds totalling c. £7M. At acquisition, Cascade employed 50 staff, and sales were £6.4M p.a. into the automotive industry (44%), process monitoring (31%) and pollution monitoring (24%).

Cascade Technologies Ltd.

From student spin-out to global success story



Scriberia



AURIL & PraxisUnico: Stronger Together

Following an overwhelmingly positive response to a consultation held in late 2016, PraxisUnico & AURIL have been working together to create a new, single organisation. This new organisation will be more effective for our members, providing pooled resources and a single voice representing the sector.

From April, the New Organisation officially comes into being and a transitional period begins. It will be business as usual from both PraxisUnico and AURIL until the end of the year, when the New Organisation, with its new name, will come into full effect. An Interim Board will take over for the period commencing April 1 until Dec 31 when the transition period will end and the New Organisation, under a new Board, will take things forward.

The Interim Board will include 18 representatives, drawn from PraxisUnico and AURIL boards:

- Angela Kukula, ICR
- Martin Davies, University College London
- Richard Brooks, FD Solutions
- Phil Clare, University of Oxford
- Andrew Carlin, University of Reading
- Tony Hickson, Imperial Innovations Ltd
- Sean Fielding, University of Exeter
- Bryn Jones, Bangor University
- Alistair McDermott, Imperial Consultants
- Karen Lewis, BBSRC
- Iain Thomas, Cambridge Enterprise
- Sarah Stables, University of Cumbria
- Jennie Shorley, Manchester Metropolitan University
- Mike Bath, University of Durham
- Stephen Hellier, University of Wales
- Carole Barron, University of Kent
- Maxine Ficarra, Executive Director of PraxisUnico
- Alasdair Cameron, Executive Director of AURIL

Events and activities will be co-branded as we transition, but both the PraxisUnico and AURIL Conferences will take place as planned (June 14-16 and October 5-6 respectively). Member renewals for all current members renewing in 2017 will be held at current rates.

We have been very fortunate to have a range of expert volunteers contributing to the work of both PraxisUnico and AURIL over the years, and as we come together as a new entity, we will continue to look to our volunteers as a crucial part of our organisation. Our members and expert volunteers are very important to us, and we welcome your contributions to discussions as things develop. We will be conducting a full market research piece in coming months to ensure we fully understand your needs and identify your priorities. We will be looking to get specific perspectives from volunteers, or those interested in volunteering, as well as member views.

We will update you on other developments along the way, including the new structure, offering and name, in due course. For further information, see our website.



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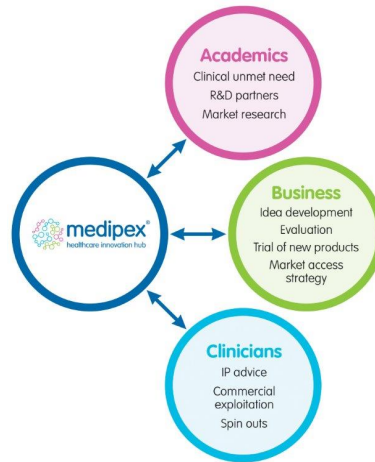
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Connecting the NHS with Industry & Academia

Medipex is the healthcare innovation hub for NHS organisations across Yorkshire & Humber and East Midlands and industry and academia internationally. We connect the NHS with industry and academia sharing our knowledge of the NHS and commercialisation processes to facilitate the innovation cycle.



Academics

Clinical unmet need
R&D partners
Market research

Business

Idea development
Evaluation
Trial of new products
Market access strategy

Clinicians

IP advice
Commercial exploitation
Spin outs

Services for the NHS

We work with NHS organisations and employees to help bring their valuable ideas for new medical technologies to life, through:

- Innovation identification & evaluation
- Advice on IP
- Sourcing funding
- Support in commercialisation
- NIHR grants IP advice

Services for the Universities

We have proven expertise & experience in knowledge transfer, the NHS landscape and the university environment.

Our services for universities are designed to support the technology transfer process and enable universities to translate research into viable product or service, and prove its impact. We can also provide bespoke training for 3rd year undergrads and postgrads in IP and commercialisation.

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- Expertise in developing Market Access Strategies
- Licensing opportunities for medical technologies developed by the NHS

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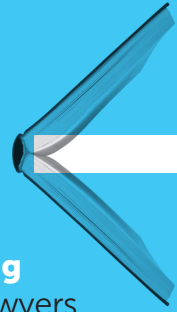
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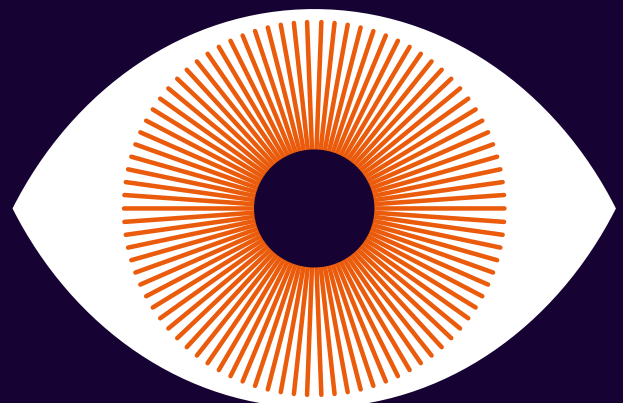
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