

# Universities & Technology Transfer

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Coimbra Group

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# Coimbra Group

a network of 38 European universities  
with typical profile

4 characteristics:

- high quality
- long - established
- outside capital (in university-dominated cities)
- comprehensive

(membership by invitation only)



Universität Jena



UNIVERSIDAD DE SALAMANCA

Università di Siena



Aristotle University of Thessaloniki



# Coimbra Group members

Austria:	Graz
Belgium:	Leuven, Louvain-la-Neuve
Czech Republic:	Prague
Denmark:	Aarhus
Estonia:	Tartu
Finland:	Åbo, Turku
France:	Lyon, Montpellier, Poitiers
Germany:	Göttingen, Heidelberg, Jena, Münster
Greece:	Thessaloniki
Hungary:	Budapest
Ireland:	Galway, Trinity College Dublin
Italy:	Bologna, Padova, Pavia, Siena
Norway:	Bergen
Poland:	Cracow
Portugal:	Coimbra
Romania:	Iași
Spain:	Barcelona, Granada, Salamanca
Sweden:	Uppsala
Switzerland:	Geneva
The Netherlands:	Groningen, Leiden
United Kingdom:	Bristol, Cambridge, Edinburgh, Oxford

# Coimbra Group Origin & Mission

Coimbra Group at origin of  
European Erasmus Programme

1985 Louvain-la-Neuve & Leuven invite  
potential network members

1986 first General Assembly in Coimbra

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"The Coimbra Group is committed  
to the promotion of academic  
collaboration between its  
members" *[from mission statement]*

3 levels:

- mutual exchange of experience
- development of best practice
- influencing European policy



# Coimbra Group 7 Task Forces



- Doctoral Studies and Research
- Education, Training and Mobility  
[+ Career Guidance]
- Culture, Arts and Humanities
- e-Learning

- Eastern Neighbouring Countries
- Latin American Countries
- ACP countries



# Doctoral studies & Research TF

*[from Mission & Action Points]:*

- To share information about the organisation of doctoral studies and research management structures at CG universities
- To facilitate the mobility of doctoral students & the joint supervision of doctoral students between two Coimbra Group partner institutions
- To share knowledge and experience about the transfer of research outcomes to society and economy.

# Promotion of Technology Transfer at CG universities

- 2008 Annual Conference of the Coimbra Group [Jena, DE] devoted to Technology Transfer  
invited speakers from CG University Technology Transfer Offices, EU Commission & Industry
- Exchange of Experience through mutual site visits at Technology Transfer Offices of CG universities  
*[organized by Doctoral Studies & Research Task Force]*  
case study: KULeuven Research & Development



# Case study

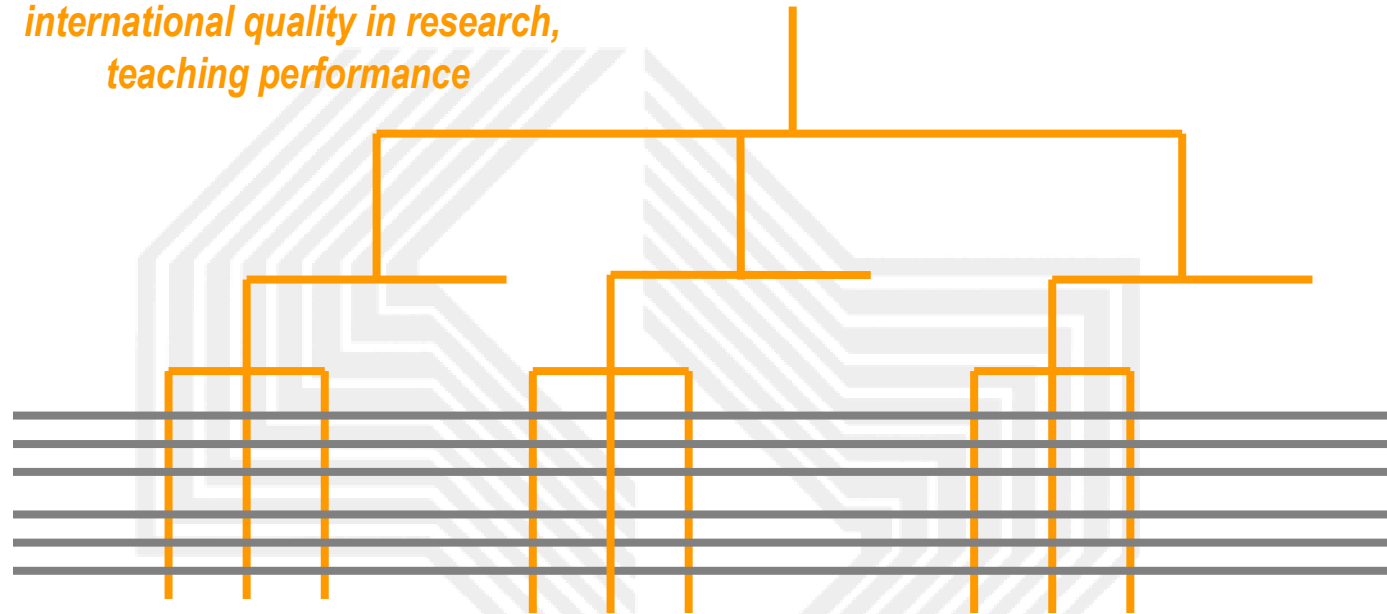
## K.U.Leuven Research & Development (LRD)



- LRD founded in 1972
- separate entity within the university
- specific mission to manage the industry component of the university's R&D
- operated as a business unit
- **LRD facts and figures (2006):**
  - overall annual income : ~ 100 M€
  - annual royalty income: ~ 35 M\$
  - LRD staff : 36

# University - LRD Matrix Structure

*Faculties, departments, research groups:  
international quality in research,  
teaching performance*



*LRD divisions:  
flexibility & incentives  
for industrial contracts*

⇒ **Dual mechanism to maintain a balance and healthy tension between striving for scientific excellence and gearing this excellence towards application and innovation.**



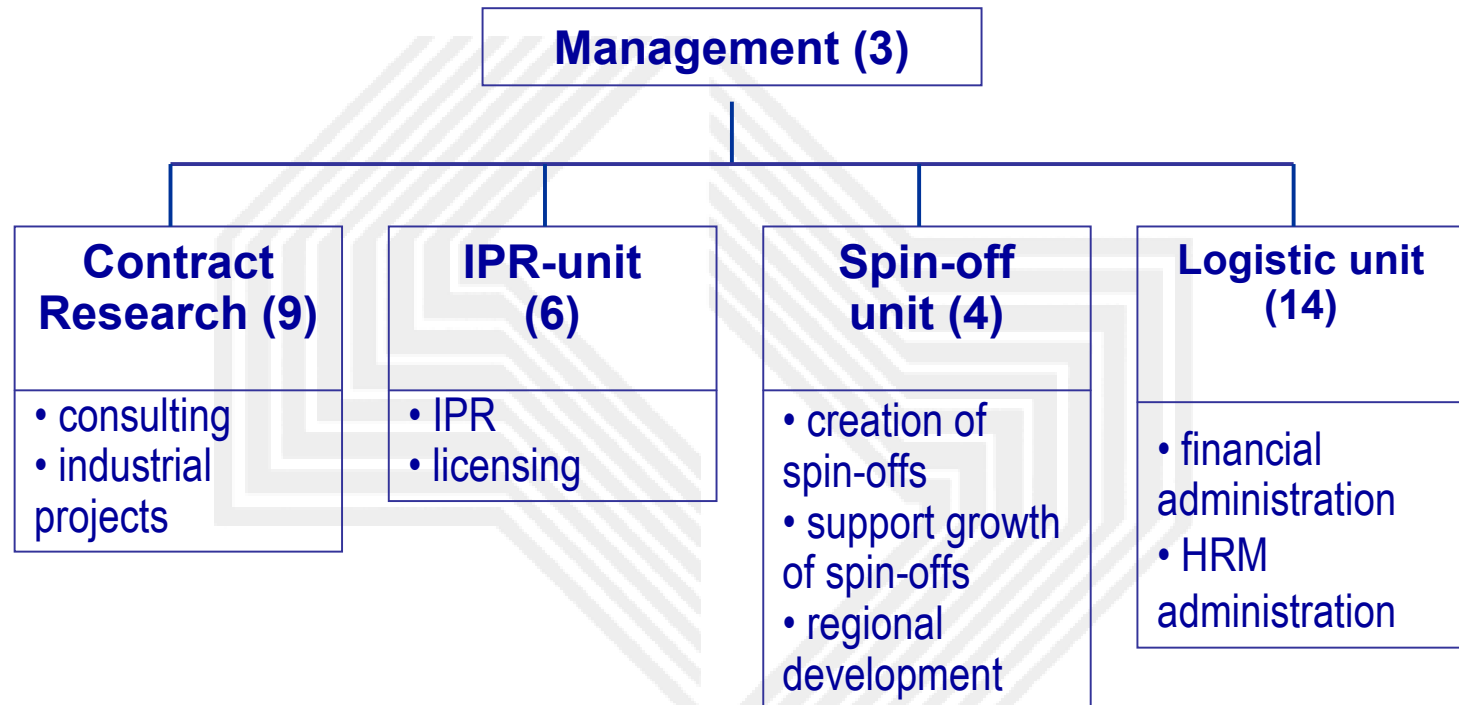


# LRD: Mission

**“To promote and support knowledge & technology transfer to the industry”**



# L.R.D. Organisation



# Incentive mechanisms

- **Contract Research:**

return (after payment of costs):

- 17 % overhead [half for LRD and half for K.U.Leuven]
- remaining 83 % to the research division/group  
50% can go to individuals (seldom used)

mainly used to build up reserves:

growth research group  
investment in patents  
investment in spin-offs

- **Royalty Income:**

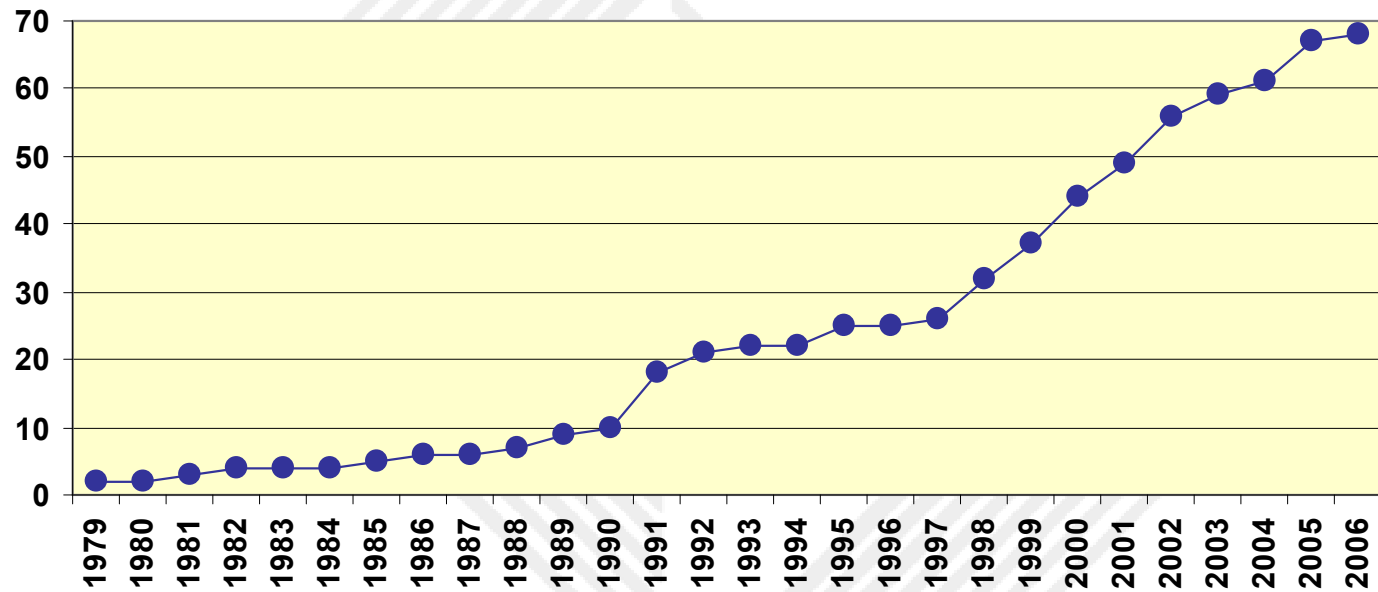
university owns IPR but has to give fair compensation to inventor

- 40 - 10% inventor
- 60 - 90% to university, of which:  
17 % overhead [half for LRD and half for K.U.Leuven]  
contribution to patent fund  
remaining part (major!) to the research division/group



# Spin-off companies created

Total No. (cumulative) of spin-off companies founded



**70 companies founded over the period 1979-2006:**

- 26 companies over the period 1979-1997
- 44 companies over the period 1998-2006



# Spin-off Investment Fund

Fund created to support creation and growth of spin-off companies

- **partners:**
  - K.U.Leuven (20% of capital)
  - Two banks: (each 40%)
- combining **research & technology transfer expertise** of the university with **financial and investment expertise** of financial partners
- **not restricted to a specific technology.** GFF considers every investment opportunity involving know-how coming from the K.U.Leuven
- **14 million EUR** invested in **20 companies** (end 2005):  
(only 1 failure)



# Regional Development

- **Partners:**

LRD, city of Leuven, region, Flanders, etc.

- **Infrastructure:**

- **Innovation & Incubation Centre**

- 2400 m<sup>2</sup>, 15-20 companies
- office & production space

- **Science Park Haasrode**

130 ha, 150 companies, +/- 6000 jobs

- **Science Park Arenberg**

110.000 m<sup>2</sup> office & lab space

- ...







# Regional Networking

- **Horizontal Network: Leuven.Inc**



network organisation stimulating contacts between university, start-ups, innovation actors, support activities such as consulting agencies and venture capitalists, and established companies in the Leuven area.

- **Vertical Networks: technology clusters**

- **DSP Valley**

focusing on the design of hardware and software technology for digital signal processing systems.



- **L-SEC (Leuven Security Excellence Consortium)**

international, non-profit network organisation dedicated to promote the use and advance of e-security.



# LRD Success Factors

## Success factors for the exploitation of academic research results in Leuven:

- Basis = a critical mass of high quality research
- Integrated approach on research valorisation support: multidisciplinary team & “high value” services
- Matrix structure with keeping classical academic tasks highly valued while offering clear incentives and policies to encourage research groups and departments to actively seek knowledge transfer opportunities
- Creation of appropriate entrepreneurial climate in a university context
- Legal context with respect to exploitation of academic research (Flanders region)



# Lessons learned at Coimbra Group level

- large differences between “experienced” universities with long tradition in technology transfer and inexperienced members
- no contradiction between being a historical university with strong tradition in Arts and Humanities and being very active in Technology Transfer
- “exchange of experience” through site visits to partner universities is an excellent way to “develop best practice”



for more information:

[www.coimbra-group.eu](http://www.coimbra-group.eu)