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Managing Intellectual Property in the Arts and Creative Industries: *Commercialising 'soft' IP*

By Dr Sarah Macnaughton
Isis Innovation Ltd, University of Oxford

15th October 2013



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About me....

- Senior Consultant at Isis Innovation
 - 13 years + in commercialisation and knowledge exchange
 - 7 years at Isis – technology transfer and commercialisation across globe;
 - 6 years at AEA Technology, plc. incl. public engagement activity taking science into society; Knowledge Transfer Partnerships Programme across STEM and Arts & Humanities
 - 5 years at University of Tennessee Environmental Microbiology group – managing large scale multidisciplinary projects for the NSF, NASA and ONR.
- Education
 - PhD University of Newcastle Upon Tyne
 - BSc University of East London
 - Dipl. Warwick Business School (University of Warwick),
 - PRINCE2 Practitioner
- Real life
 - Black sheep in a family of artists, actors, writers and directors, fencer and nascent screenplay writer



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Workshop Agenda

1. Intellectual Property in arts & humanities/social science based industries

- Commercial activity verses Knowledge Exchange?
- How does activity in these industries compare with STEM commercialisation?
- What 'form' does 'soft' IP take?

2. Case Studies

- University of Oxford – Social Sciences and Humanities – a combination approach
- University of Oxford – Continuing Education
- A social choice for understanding health outcomes and bringing in revenue
- Design and commercialisation
- Consultancy & soft IP
- Creative web businesses, educational games

3. Summary

- Working with the University to access experts and their IP
- Contacts



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If knowledge is becoming the most valuable product, where is it being produced?

- Individuals
- Companies
- Government Research
- **Universities**





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Commercialisation or knowledge sharing?

Many different things?

- 'Education'
- Collaborative R&D
- **Secondments & placements**
- 'Engagement'
- Contract R&D
- **Consultancy**
- Licensing
- Spinning-out

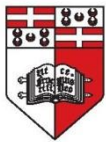
- ***Who are your audience?***



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Why engage with the university?

As an
individual

As an
organisation



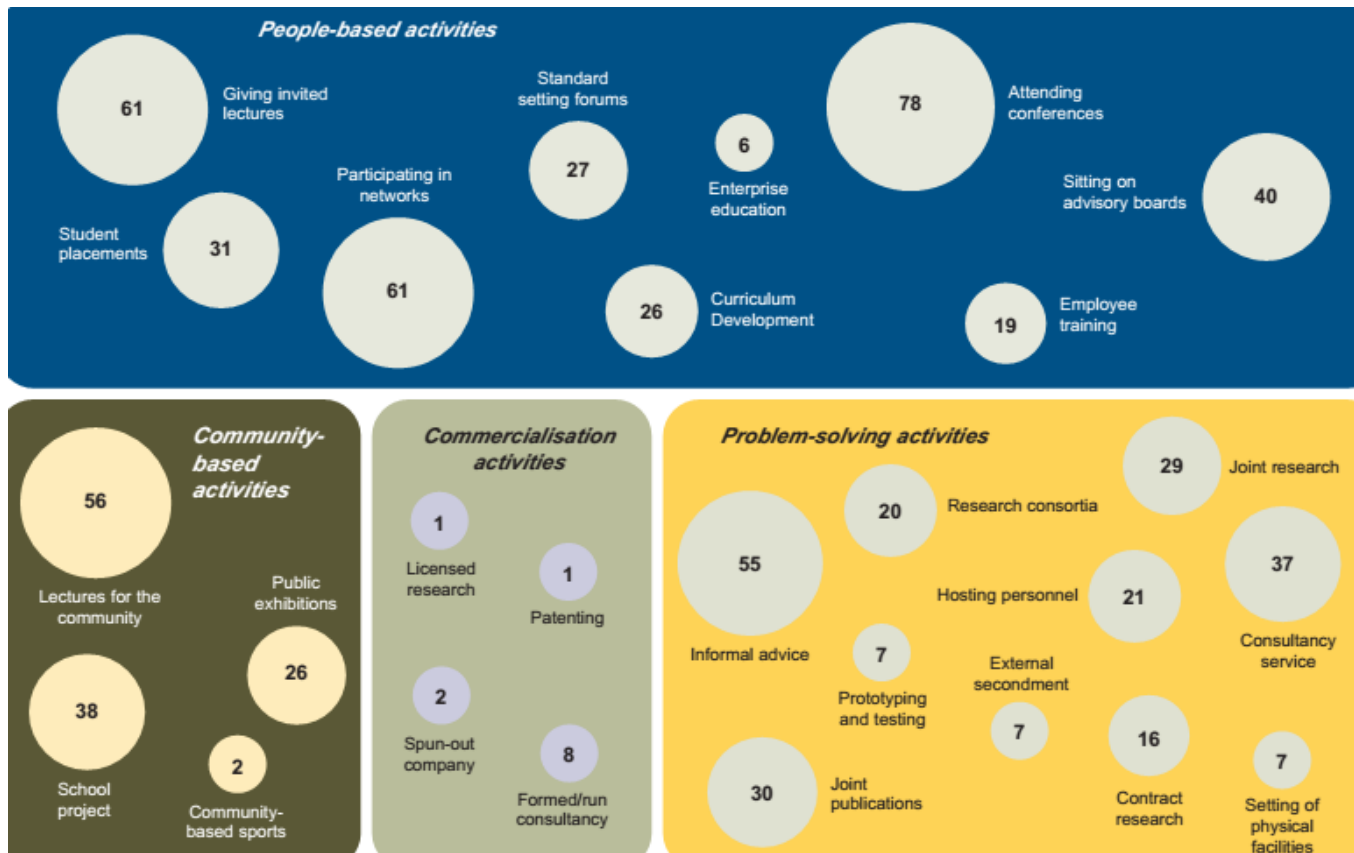


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Case Study*: Knowledge Exchange in creative arts, humanities and social sciences in UK

*From 'Hidden Connections – Knowledge Exchange between the arts & humanities and private, public and third sectors' – AHRC and CBR (2011).



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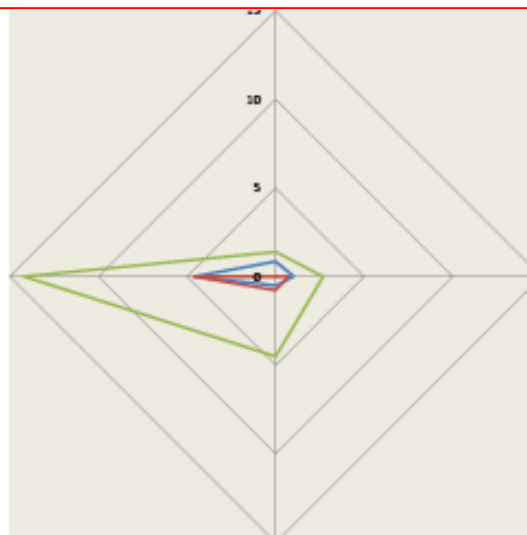


How the academics viewed their own work...

- **Languages** - 37% viewed themselves as producing research of **NO** relevance to external organisations
- **Creative arts & Media** - 14% viewed themselves as producing research of **NO** relevance to external organisations; **25%** had their research applied in a commercial context
- **Other humanities** - Only 6% had had their research applied in a commercial context

Taken out a patent – (1.8 % creative arts)

Formed or run a consultancy
via your research (14%
creative arts & media)



— Languages
— Other humanities
— Creative arts & media

Licenced your research to an external
company (2.7% creative arts)

Formed a 'spin-out' company (4.5% creative arts)

*From 'Hidden Connections – Knowledge Exchange between the arts & humanities and private, public and third sectors' – AHRC and CBR (2011).



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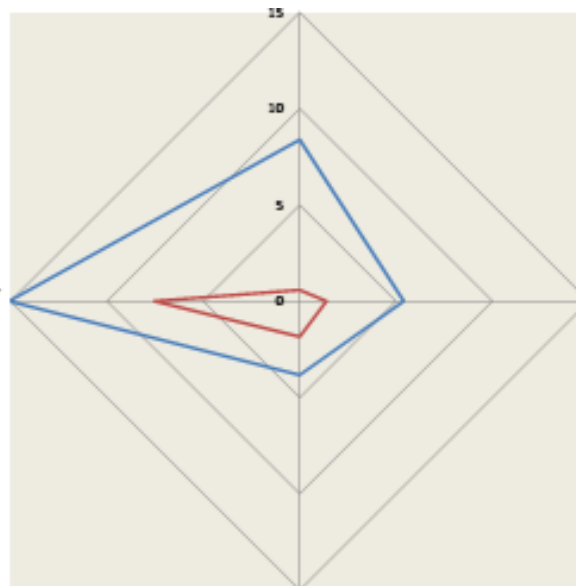


Compare these figures to STEM commercialisation

Taken out a patent – (0.6 % A&H verses 8.5% Other academics)

Formed or run a consultancy
via your research (7% vs 15%)

*From 'Hidden Connections –
Knowledge Exchange between the arts &
humanities and private, public and third
sectors' – AHRC and CBR (2011).



— Other academic
— Arts/humanities

Licenced your research to an external
company(1.4% vs 5.4%)

Formed a 'spin-out' company (~2 % vs 4%)



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Knowledge Exchange (in the UK)*

*Applicable world-wide

- A vast array of activities with many partners:
 - BUT not much via patenting, licencing or tech spin-outs – least via licensing and patenting
 - RATHER teaching, consulting, consultancy services, administration and 'outreach'*

Consultancy service

Curriculum development

Student placements

Invited lectures

Patented

Research consortia

Exhibitions

Community lectures

Informal advice

Conferences

Employee training

Advisory boards

Setting standards

Licenses

Networks

Joint Research

Spin outs

Schools

Secondments

Consultancy

Public Engagement



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What form might this kind of IP take?

- Ideas, information and knowledge!
 - Results and outcomes of research
- Creative = 'Intellectual'
- Tradable commodity = 'Property'
- Intellectual Property Rights (IPRs)
 - Legal rights to protect owners of IP
 - Sub divided into '**soft IPRs**':
 - Copyright
 - Design Rights
 - Trademarks
 - Confidential information
 - Database Right



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So, what's the 'soft'
IP in these?



Coca-Cola®



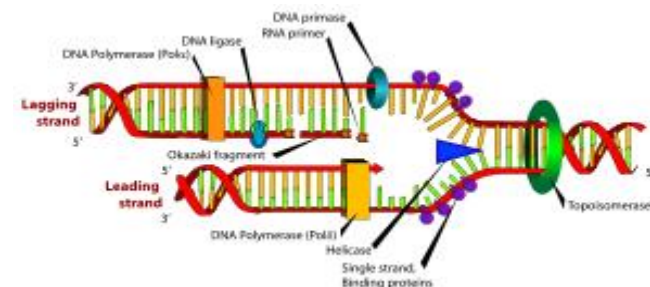
Apple® Ipod®



"Harry Potter"



Instant camera



DNA copying process



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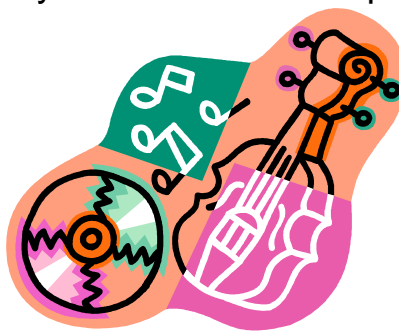
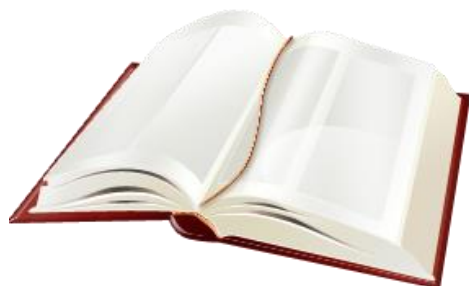


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1. Copyright

- Copyright protects
 - Original literary, dramatic, musical, and artistic works
 - Published editions of works, sound recordings, films, and broadcasts
- Computer Programs and Data
 - Computer Programs are protected as a literary work
- Databases
 - The arrangement of the contents is protected by copyright
 - But also a '**Database Right**' if there has been a substantial investment to make the database
 - Database Rights last for 15 yrs from creation or publication

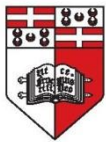


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Ownership and duration of ownership

- Usually the author is the first owner
- If created as part of your employment then (probably) the employer is the owner – **so, the University**
- Copyright can be transferred
- Moral rights: The right of the author/creator to be recognised as such and the right to preserve the integrity of the work
- Typically 70 years from the death of the author/creator



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2. Databases....

- Databases are: A collection of independent works, data or other materials which, (a) are arranged in a systematic or methodical way, or (b) are individually accessible by electronic or other means."

Pros

- Universities have lots of them
- 15 year automatic protection (rolling)
- Commercialising 'old' material & information

Cons

- A complex mix of IPRs
- Ownership issues abound
- Complex and contradictory case law
- Are they worth the effort?



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Database rights

Complexities?





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Recent example: Ministry of Sound verses Spotify!



Compilation albums – all © secured,
specific order of tracks sold



Ministry of Sound track order
posted as 'playlists'

Ministry of Sound are suing on ©
and database rights. Will they win?





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3. Confidential information & know-how

- Up there with © in terms of importance to soft IP commercialisation
- 'Know-how' means a package of non-patented, practical information, resulting from experience and testing, which is:
 - Secret
 - not generally known or easily accessible
 - Substantial
 - significant and useful for the creation of contract products
 - Identified
 - described in a sufficiently comprehensive manner so as to make it possible to verify that it fulfils the criteria of secrecy and substantiality



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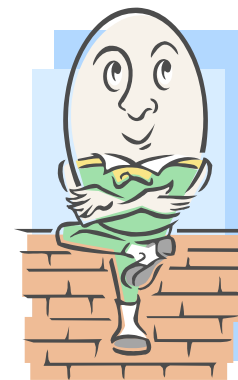


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Know – how: What is it?

- *“When I use a word,” Humpty Dumpty said, in a rather scornful tone, “it means just what I choose it to mean - neither more nor less.”*
 - ‘Alice Through the Looking Glass’
- Point being:
 - Provided the subject matter fulfils the basic requirements, you can decide what is (and is not) ‘know-how’ for the purposes of any specific commercial arrangement
- Definition provides clarity:
 - Identifies what will (and will not) be covered
 - Allows use of the know-how to be limited to a specific purpose
 - Avoids dispute over when and if revenue is payable

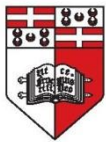


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Know – how:

- Employment context
 - When the employee leaves:
 - Trade secrets - protectable
 - General skill and knowledge – not protectable – although consultancy is an option
- Valuable asset
 - Tradable
 - Intangible
 - Exploitable

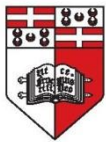


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Know–how: working with Universities depends on what they have....

- *Consultancy:*
 - Customer pays for the academic's expert knowledge
 - In many different forms, e.g. a report, a video or internet presentation, or engage with *a spin-out business*
- *Sales of materials:*
 - The customer 'buys' the outputs of academic knowledge – again in all sorts of formats
- *Licensing:*
 - Know-how incorporated into some other knowledge: could be copyright or database



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4. Trademarks:

- A sign which can distinguish your goods and services from those of another trader.
- E.g. words, logo, pictures
- Prevents competitors using a similar or identical sign for similar or identical services
- Can be registered or un-registered



TM

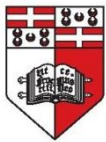


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Trademarks: What You Can't Trademark

- Any description of your goods or services
 - E.g. Tasty Foods
- Any sign that has become customary in your line of trade
 - Or are not distinctive
 - E.g. 7 days a week
 - Many suppliers offer services 7 days a week
- 3 dimensional shapes
- Anything deceptive

Tasty Goods
Yum

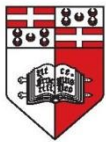


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5. Designs:

- The total right of ownership to the appearance of a product
- Doesn't protect
 - Aspects relating to its technical function
 - Probably won't succeed with commonplace, everyday or ordinary designs....
 - **Something that enables a design to be functionally fitted or aesthetically matched to another***
- Designs - complexity in application
 - Registered Community Designs the same protection over EU28
 - Relatively inexpensive, lasts 25 years (registered), exclusive rights
 - Unregistered Community Design – 3 years in EU28 from the date of disclosure
 - Plus Copyright, in some circumstances



*Thus avoiding interfering with the spare parts market

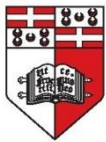


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2) Case Studies - a huge variety – no size fits all.

- Knowledge Exchange & Consultancy at the University of Oxford
- Technology Assisted Lifelong Learning (TALL)
 - “....harnessing technology to support excellence in teaching, learning and research”
- A social choice for understanding health outcomes and bringing in revenue
 - Maximising the value of copyright
- Commercialisation using design
- Consultancy & soft IP – a perfect fit.
 - Creative, digital and web businesses, educational games



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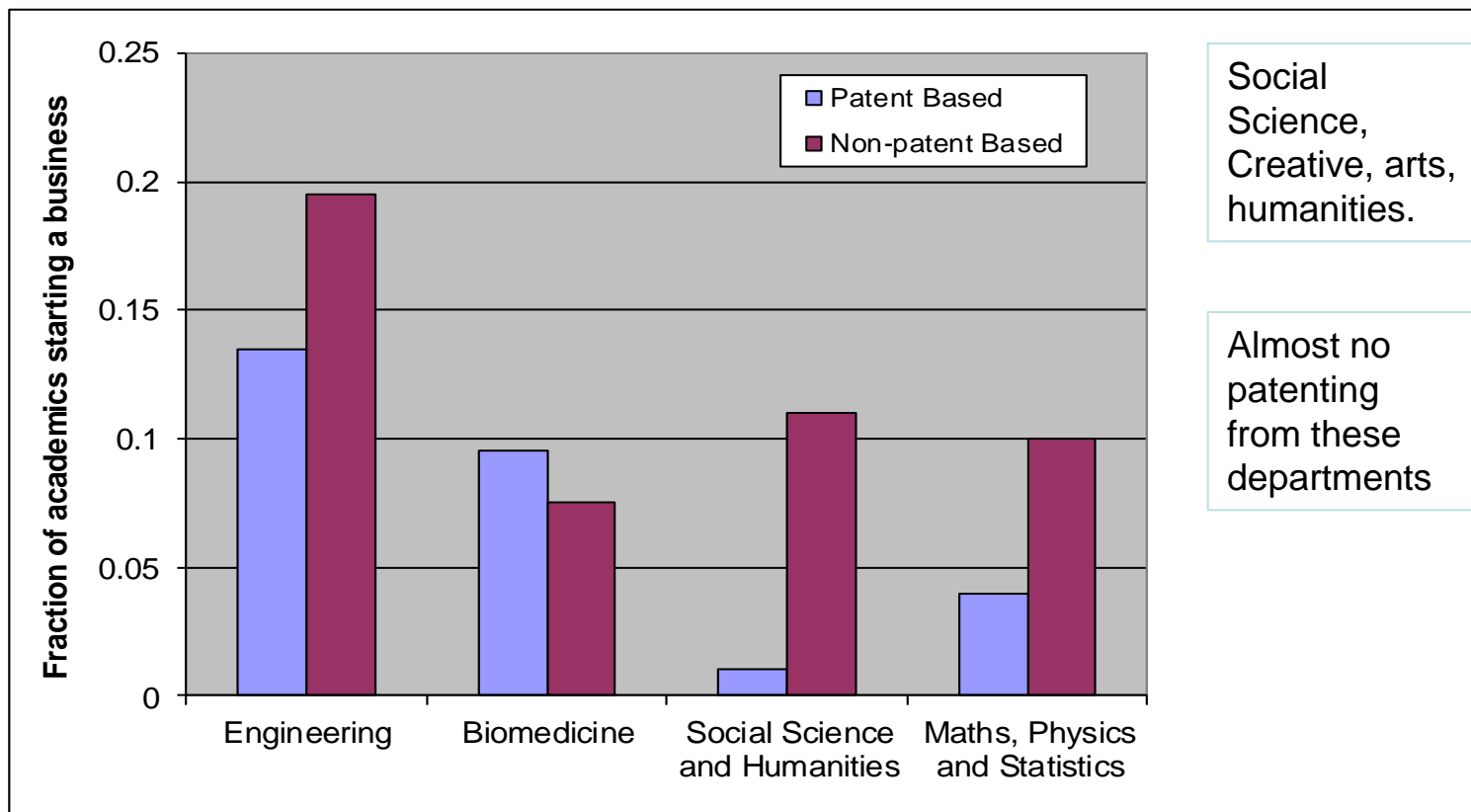
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Commercialisation @ Oxford in Social Science & Humanities



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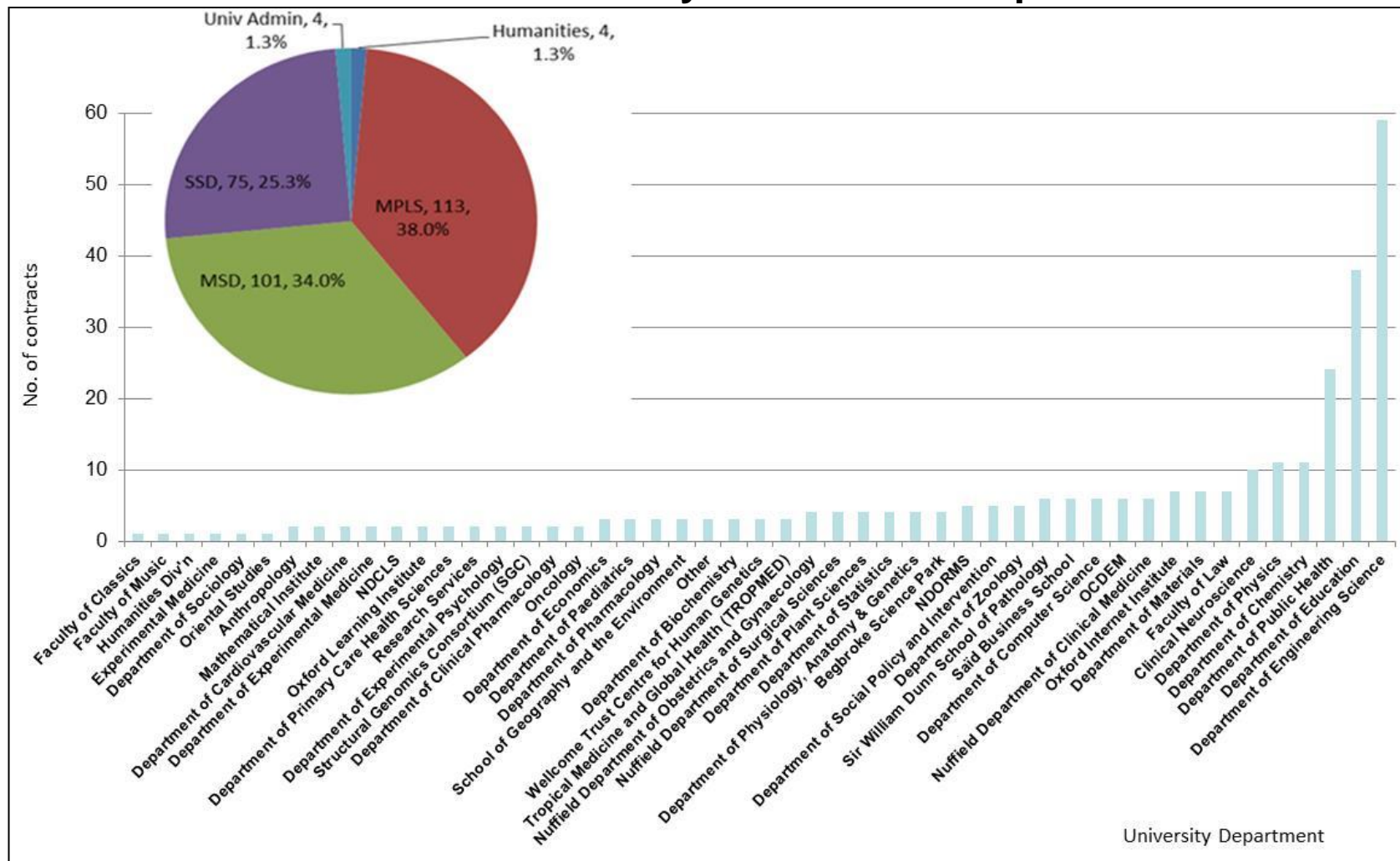
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OUC Deals FY 2012-13 – by Division and Department

CONFIDENTIAL





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A dual approach – knowledge exchange incl. consultancy

- Oxford University Consulting working with...
-the Knowledge Exchange & Impact Team (KEIT)

RESEARCH
SUPPORT
UAS



- OUC – 138 projects with Social Scientists since 2010
 - Consultancy for 210 academics
 - Approximately a third of all OUC activity
- KEIT focusing on Knowledge Exchange in the Arts & Humanities Divisions
 - Knowledge Exchange Fellows embedded in the division
 - Supported by OUC when Knowledge Exchange becomes consultancy



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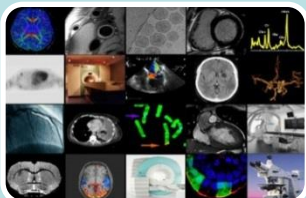
Oxford University Consulting



Providing external organizations with access to University expertise & resources.



Helping academics identify and manage consulting opportunities.



Supporting Departments in arranging external services (including consultancy) work.

- Central contact point for academics
- Protecting academic interests
- University approval, Col & insurance
- Central contact point for clients
- A limited company
- Professional ISO 9001 approved
- Negotiating for the academics
- Notoriously unaware of their own value



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An expert speaks....Red Redemption

- Personal Consultancy for **Prof. Myles Allen, a specialist in human interactions with climate** Advised on the climate prediction models to underpinning 'Fate of the World'.
- Red Redemption brings together: Coders, former academics, business experts, marketing expertise , designers etc.



<http://www.red-redemption.com/>

A global strategy game that puts our future in your hands. Decide how the world will respond to rising temperatures, heaving populations, dwindling resources, crumbling ecosystems and brave opportunities.



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Humanities Division – an Alternative approach

- OUC view → ***“it has been difficult to ‘get ‘academics in Arts & Humanities and Social Sciences to work with us’***
- University of Oxford → ***“We asked the Divisions what they did.turns out they do ‘knowledge exchange’. They don’t call it ‘commercialisation’.***

Software, databases,
economic valuations, public
engagement, consultancy,
modelling... etc.

KE Fellow & Research Services
‘Champion’ ☺ Humanities Division
Oxford

KE Facilitator,
RS & Humanities Division

- 3 days a week in situ
- 2 days a week at Research
Services KE group



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The Oxford Research Centre for the Humanities

- Launched May 2013
- Stimulates and supports activity transcending disciplines and institutional boundaries
- Linking Oxford Humanities scholars across the University and into **non-academic partners and the public**
- **Seminar rooms, start-up funds, admin support, publicity**
- **9 new research networks, 7 AHRC cultural engagement fellows**



digital.humanities
@ oxford

- Activities, resources and facilities in the digital humanities at Oxford
- <http://vimeo.com/55035411>
- The Pitt Rivers Museum Oxford (Ethnography and Archaeology from the University of Oxford).
- An evening in darkness, bathed in Bayaka music and sound from the Central African Republic.
- Filmed to digitise and deliver the museum's ethnographic sound archive, complementing the Oxford City Christmas Light Night organised by the local science 'trust'.



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Time for a break



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Technology Assisted Lifelong Learning at Oxford

Learning at The University of Oxford since 1188



130 + years of *'The Oxford Extension'*

15 years experience of lifelong learning
with 10 years providing short courses

*<http://www.tall.ox.ac.uk/>



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Technology Assisted Lifelong Learning..... Since 1996

- Weekly class short course model (10 weeks)
 - Open entry with a focus on enhanced tutoring & enriching lives.
 - Level 4 (~60 per semester) and level 7 (10-15 per semester) – Incl. CPD, CATS points.
 - Areas such as: Philosophy, Arts, Creative writing, History, Mathematics, Architecture.
 - A Global reach (72 different nationalities, but ltd to 32 students per cohort).
- Via the Web
 - A natural 'fit' for outreach & the Oxford 'pedagogy'
 - Mainly all on-line, a few 'blended' elements on non-short courses
 - Not 'radical' **BUT** very effective

*<http://www.tall.ox.ac.uk/>



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TALL: Key Points

- Course development
 - Consistent & rigorous
 - Director of studies will be departmental
 - Course - based around a 'text', often written by the tutor.
 - Working to the TALL system/process
- Quality is key
 - Nothing is done hastily
 - A 'publication house' model
 - Similar levels of review as a book or paper for Oxford University Press
- Course delivery
 - Review the week's materials
 - Written assignments
 - On-line forums and in-depth academic tutoring



The team at TALL

http://www.ox.ac.uk/media/news_stories/2010/101030.html

Learning resources

Websites

Video production



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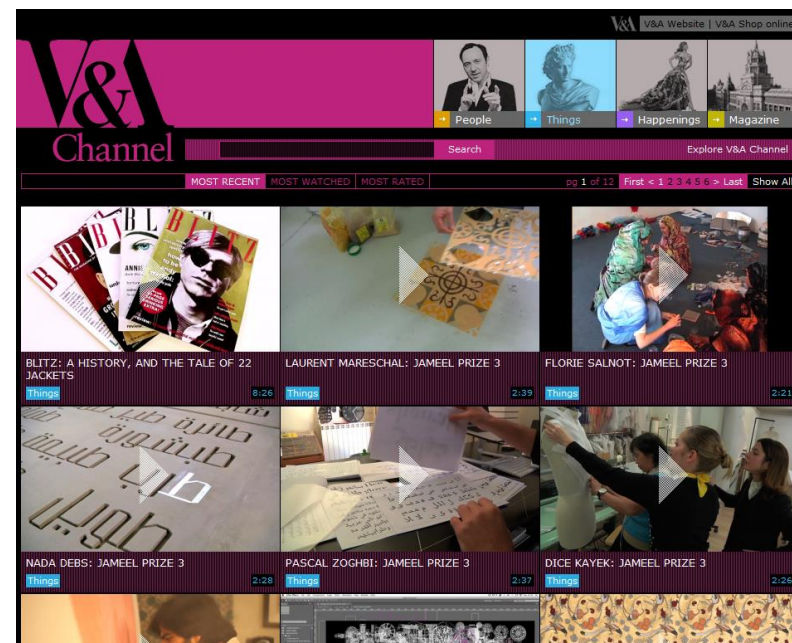


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Using Intellectual Property when delivering the courses

- TALL minimises the IP management and associated costs
 - Avoiding the need for © clearance and deals where possible
 - No need to 'own' the material
 - **Core value in the learning structure, pedagogy and technical delivery**
 - Value comes from curating wisely, incl. extensive link checks
- Linking to resources
 - E.g. It's an Arts course → link to the Victoria and Albert Museum Site
 - Use open access journals
- Helps when the course director has written the book....



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Training the trainers...

- New challenges in on-line teaching
- TALL trains the trainers, applying the Oxford 'style'.....:



- Tutorial based
- 'engaging' your students...
- Discursive
- ☺. ☹. CAN YOU REPEAT THAT!

...to online delivery

- Strongly technical subjects can be a challenge



- “.....we undertake research and consultancy on e-learning and technical projects, and develop high quality learning solutions”
-“Our experience in education and the Internet can help solve your knowledge transfer challenges in teaching and learning, collaboration, dissemination of information, and beyond.”*

*<http://www.tall.ox.ac.uk/>



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A few key messages

- Course development to a high standard is not quick.
 - Don't expect instant sustainability – give it a few years
- Form of delivery is important – as is the quality of the course
 - Virtual Learning Environment is **basic** – blogs, discussion boards, video, e-submission of papers. No 'high powered digital media. **Fit for purpose.**
- Not a 'cottage industry' – commit to it and resource it properly

Some further reading

- <http://www.hefce.ac.uk/pubs/rereports/year/2010/ukonlinelearning/>
 - Includes short case studies and a review of UK Online Learning
- <http://www.uhi.ac.uk/en/studying-at-uhi/online-learning/online-learning-tools>
 - Online learning from the University of the Highlands and Islands
 - Multiple campuses, colleges, large geographic spread
- <http://www.open.edu.au/>
 - Open Universities Australia, bringing together 20 universities across Australia



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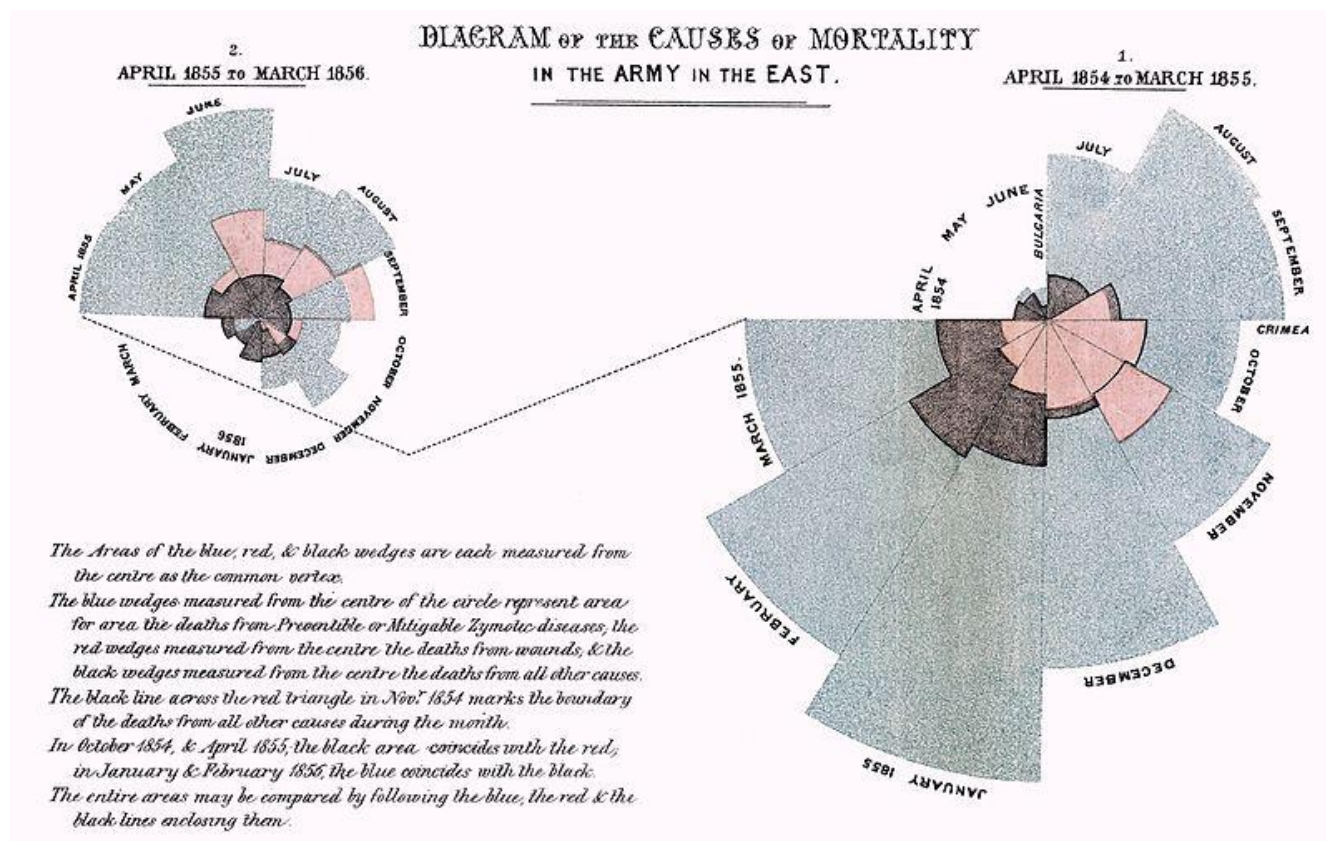
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Patient Reported Outcome (PRO) Measures – PROMs



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PROMs – what is the IP? (cheap is what it is)

	Patented IPR	© IPR in PROs
Upfront costs	£2,500	None
Ongoing costs	£50-100,000 +	None
Duration	20 years	Up to 70 years after death (of last author)
Licensing	Possibly complex, technology specific, negotiation	Standard T&C's, low cost of sales
Tackling Infringement	Complex	Can be straightforward – easy to police, prove and resolve (?)



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But what is a PROM???

- FDA Definition* → A measurement of any aspect of a patient's health status that comes directly from the patient (i.e., without interpretation by a physician or anyone else).
- EMA definition** → Any outcome evaluated directly by the patient himself and based on patient's perception of a disease and its treatment(s) is called patient-reported outcome. EMA.



*Guidance for Industry Patient-Reported Outcome Measures: Use in Medical Product Development to Support Labeling Claims

** EMA reflection paper on the regulatory guidance for the use of health-related quality of Life measures in the evaluation of medicinal products



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The Power of PROMs

Congratulations!
The lab tests were negative,
everything is perfectly alright. I
have cured you.



My whole
life is
affected

I cannot
sleep

I have no
quality of
life

I cannot eat
and drink
whatever I
like



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What they cover

- PROMs* - Questionnaires developed at the University's Health Services Research Unit
- **Licencing** © to healthcare providers (public and private), Pharma Cos., medical device Cos., academics.
- Typical fee - £5,000-15,000 non-exclusive
- 15 different PROs at present
- Cardiology
- Central Nervous System
- Orthopaedics
- Psychiatry
- Rheumatology
- Women's health.....

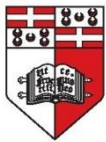


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Case Study: Scope of the licence for Isis Outcomes

- Non-exclusive – Plenty of customers worldwide
- A well-defined scope (needs control)
 - Trial name, drug type, numbers of patients, copies of PROM, Research Centres, Countries and languages
- Price comes from the size of the trial, number of patients, number of copies, number of Centres. The bigger the customer, bigger the trial, bigger the cost?
- These factors can change, so the licence has flexibility in terms of use.





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Clients



United BioSource Corporation



Evidence Matters®



zimmer



Boehringer
Ingelheim



GlaxoSmithKline



a Johnson & Johnson company



A Promise for Life



GENUS PHARMACEUTICALS



KYOWA KIRIN



AVANIR
pharmaceuticals



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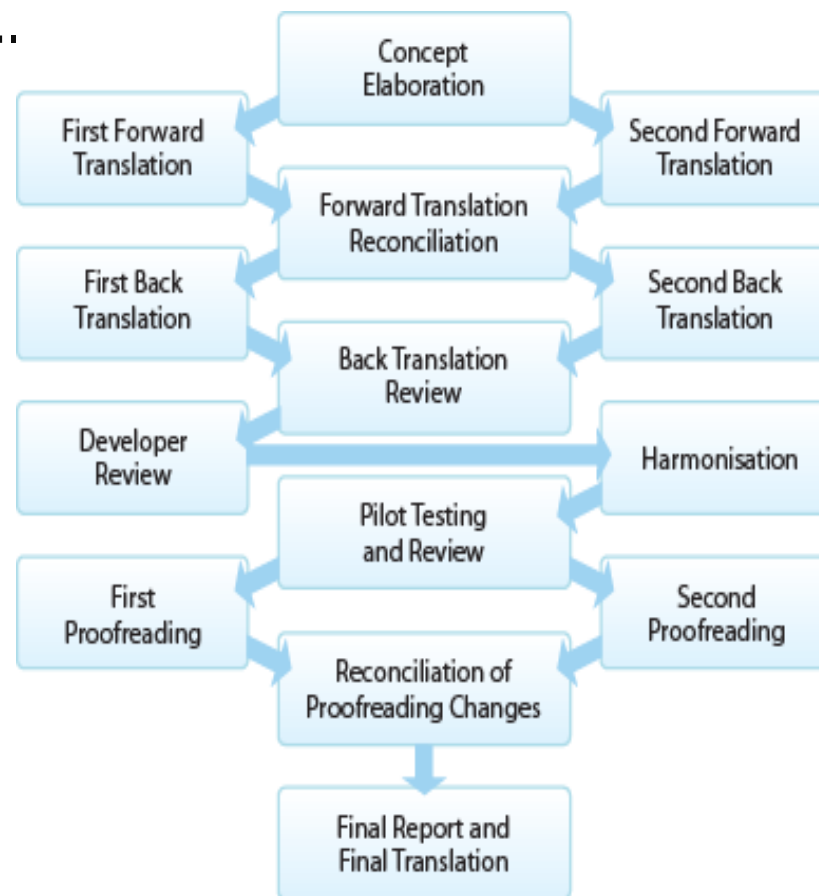


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Equally valuable - translations....

- 8 weeks
- £4000 +
- Letter of certification detailing method used
- **The** most stringent medical translation method



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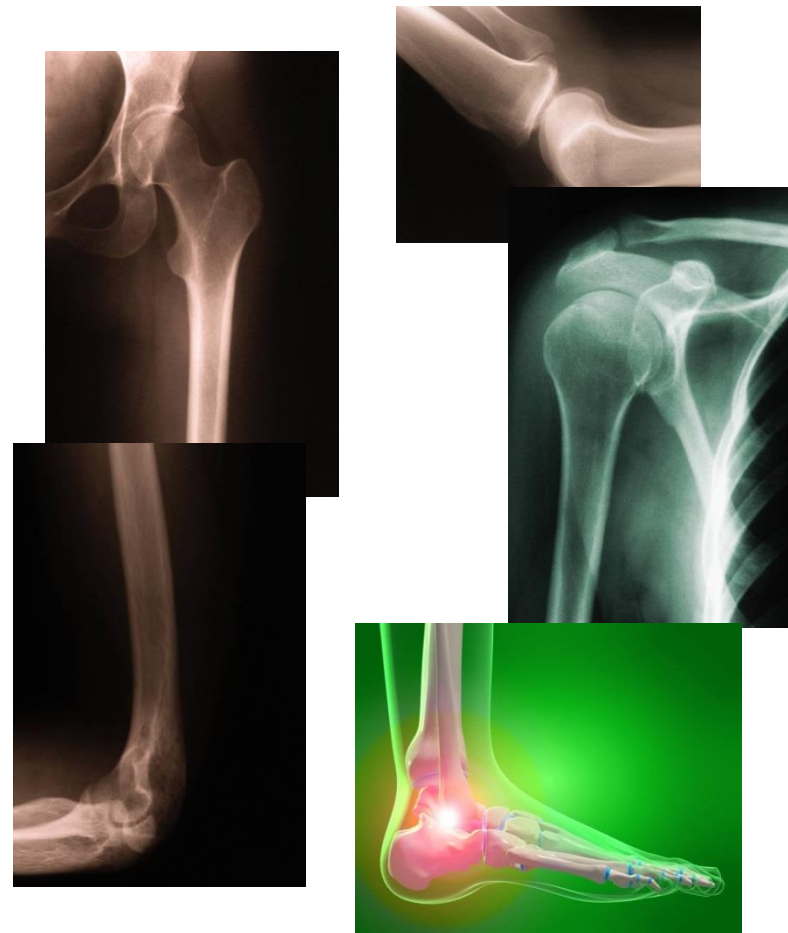


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- Oxford Knee Score (~1996-1998)
 - First PROM in the UK
 - Assesses impact of knee replacement surgery on quality of life
- Initial sales as a material sale, but
 - Already public – published and free for academic use
 - Grant licence to use it, allows non-exclusive licence
- Author signed over ownership of   to a journal!
 - Layout and presentation only. Content   remains possession of author, therefore Oxford University.

Now Joint PROs for:



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Central Nervous System (Parkinsons PDQ – 39, 8 & MND)

- PDQ-39 is a “Gold-standard” measure of health status for Parkinson’s Disease
- Tracks changes in patients and disease progression
- Measures impact of therapy – drug, social, movement
- Complex data, requires manual – all online, and statistical validation
- Widely validated and translated into over fifty languages
- Isis has licensed the questionnaire to 17 pharmaceutical companies for use in clinical trials





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Tackling infringers – the mix of © and know how is tempting.....

- **Why** – lost revenue, abuse, loss of control, damage to integrity
- **How** - Policing to identify and build the case
 - Based on rigorous investigation and assessment of case before initial approach
 - A gated process with careful attention to laying out case to suspected infringer
- Has required a review of provenance of our PROs which has identified numerous issues (Publications) with the chain of ownership – now resolved
- Now approved by Isis, and first six cases completed,
- and three more in progress – value >£150K





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Summary

- Value from copyright arises from the knowledge within it & **the care and diligence** of the commercialisation
- £400,000+ income last year
- 53% of that was in the **service provision** with the rest from licences
- One PROM alone has had a £400,000 over its lifetime.
- Unconventional commercialisation – products and services **not tech...**





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Commercialising design: Bournemouth's – Design Competition

- Undergrads owned their IP
- Prizes incl. support for students from the KTO (in return for revenue share)
- Biggest splash - a pop-up tent from
- Product design student - Franziska Conrad
 - Bournemouth licenced the design for Quick Pitch SS to Gelert.
 - Gelert built a patent portfolio around, aggressively maintained and marketed



Where are they now?

- Gelert's tents are the industry standard
- Income to Bournemouth and Franziska 5% gross sales)
- Franziska has her own design house – sustainable design based, and is a lecturer at Bournemouth

From * <http://www.franziskaconrad.co.uk/>



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Design commercialisation cont'd....



- Plastic refillable flood barrier
- Small spin out – design and skills based.
- University found £50k investment, great mentors and received for 10% equity.
- FLOODSTOP “....innovative flood defence barrier that uses the rising floodwater to create flood protection”.



- Sadly not made of money
- A solar tree design – pick up and bring inside
- Defeated by rising costs of solar tech from China



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Oxford Consultants for Social Inclusion –spinning out consultancy.



- Three academics:
 - know-how based on social policy and social inclusion research, Geographic Information Systems (GIS) skills and customer demand (initially public sector)



- Isis provided:
 - Process management,
 - Links to professional networks – lawyers, accountants and bankers
 - Arranged investment of £25k in 2003-04;
- 2013
 - Still going, a £million plus per annum turnover.
 - All co-founders still involved

**Big Data combined
with know-how**

Helping the public sector deliver services to improve economic and social outcomes



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Tom Smith

Former data analyst &
researcher
Bought enthusiasm and
common sense



David Avenell

GIS developer, software
skills



Mike Noble

Prof Social Policy,
former social welfare
lawyer – a driving force

- A disparate group of founders
- A complementary skill set
- Now → six full time consultants and team of part time associates
- Typical projects
 - Needs assessment & benchmarking
 - Programme Evaluation
 - Modelling & future scenario planning



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Oxford Ancestor – Consultancy Spin-out

- Human genetics
 - From research into mitochondrial DNA and the genetics of human evolution in 2000
 - To maternal and paternal ancestry analysis, genealogy reports, publications, maps linking your genes to the landscape



Web designers and developers
Marketers
Accounts
(and the lab staff....)



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WildKnowledge (2006) – From Oxford Brookes

- A suite of mobile toolkits & apps) enabling people to record information in the field and map them against location based information (WildMap).
- Gather/receive information about ANY topic, including the environment, healthcare - rapid assessment, patient feedback, monitoring.
- Individuals or organisations can subscribe to the WK portal to make their own content or commission WK to create apps and associated websites for them.
- Founders → ecology specialists, designers, GIS skills



An app for counting pollinators



Citizen archaeology



Waitrose



<http://www.youtube.com/watch?v=TFkExhe5eTw>



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Consultancy and digital media

- Professor Stephen Hoskins – Hewlett Packard Professor of Fine Print and Director of the **Centre for Fine Print Research** – University of the West of England. <http://www.youtube.com/watch?v=r0TQKm5ciY0>
- 35 years in creative arts and printing. Comprehensive 2D and 3D Printing for:
 - **Industry (under 50% of income)** – providing novel materials and processes for 2D and 3D printing for, among others: HP, Denby Pottery, Johnson Matthey – (actively patenting technology).
 - **Academia** – Collaborations worldwide - University of Bristol, Università Degli Studi Di Milano, Italy, Gjøvik University College Norway University of Ulster in Belfast, Universitat Autònoma de Barcelona. Arts & Humanities Research Council.
 - **Artists, printmakers and studios** – A publishing studio for limited edition prints, multiples. For artists, galleries, designers etc.



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3. So.... you think the university may be able to help you?

1. Call or contact the Knowledge Transfer Office (KTO)

- They will help you in terms of guidance, advice and in developing a relationship and/or contract with the **right** academics/researchers.

2. How does the university encourage academics to engage?

- It has an IP Policy that encourages IP creation and protection
- It provides a one-stop shop
- It **promotes** consultancy, contract research and collaboration
- It can tell you what and who might be available to you, and
- What needs to be done next



3. And who owns the IP..... →



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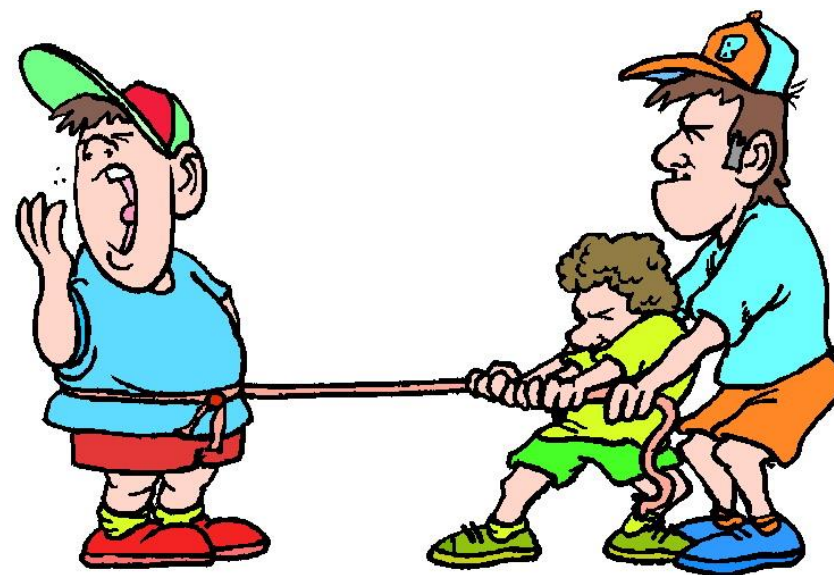
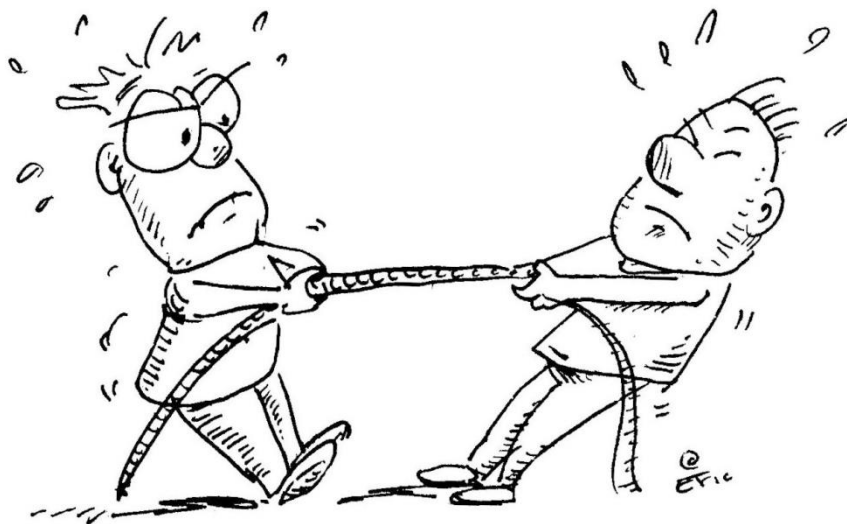
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Who owns the IP at the University of Malta?



The university or the individual?

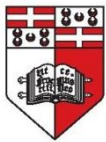


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Commercialisation of the IP at UoM

- The University claims all Intellectual Property created by:
 - Persons employed by the university in the course of their employment
 - Students in the course of or incidentally to their studies
 - Others (visiting academics, contractors etc.)
- If UoM decides not to pursue with commercialisation an invention, what options are there?
 - UoM will automatically assign (transfer) the IP rights to the academic – but they also take the costs, with UoM collaborating
- If the IP is then successfully commercialised,
 - Net profit is split 85%:15% between the academic and UoM
- If UoM commercialises using the KT function:
 - Net profit is usually split 50%:50% between the academic and the University
 - Net profits = [Gross profit] – [Direct project costs]
- If the commercialisation is unsuccessful or makes an actual loss, only the University will bear the loss, not the inventors.



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University of Malta IP Policy

Regarding consultancy work

- Where private consultancy work is carried out in accordance with Article 29 of the Collective Agreement, the UoM **shall not make any claim to any IP generated thereby**
- In the context of such work, the academic may not use IP or resources which are UoM property without the express written permission of the Rectorate

Working with the Knowledge Transfer Office

- **The University of Malta has:**
 - An established Knowledge Transfer (KT) team
 - With skilled personnel and links across business, education, and knowledge transfer worldwide.



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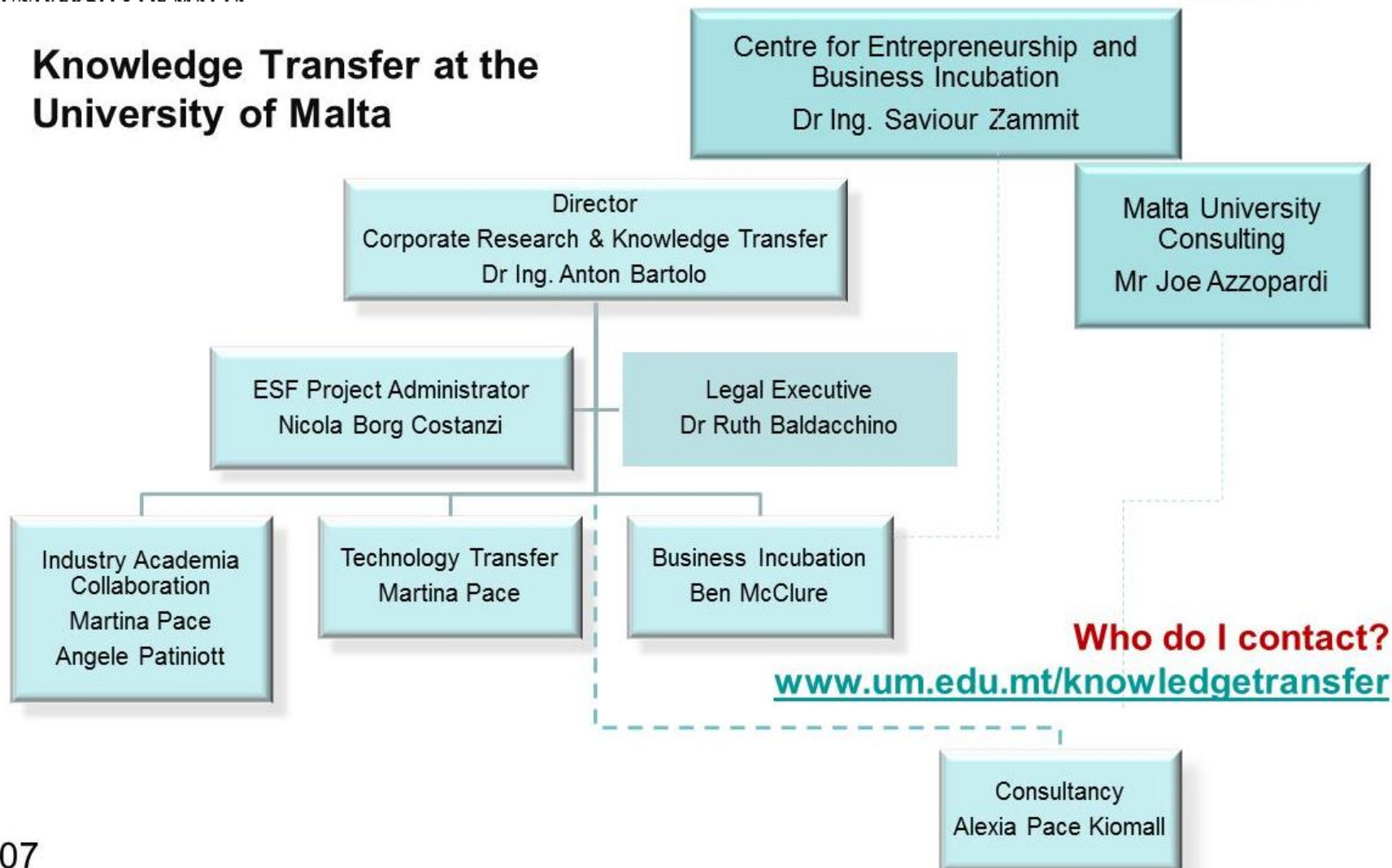


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Knowledge Transfer at the University of Malta



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4) Summary

- External organisations are making increasing use of University consultancy and skills from outside the traditional STEM subjects
- Not *traditional* 'commercialisation' – with a focus on ©, know-how, and other 'interesting' combinations of IP
- Case studies highlight the benefits for all of knowledge exchange across creative, artistic, humanities and societal disciplines
- When linked into traditional health care and education university knowledge can improve accessibility and help public engagement in complex subjects.
- For the academics money is rarely their main 'driver' – impacting and improving society is more important
 - But IP is valuable, so this will be commercial.



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Thank you!



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