

# Quality Net

质量提升网络

Peer Review

同行评审

**Surveys of Operating  
Efficiency and Business  
Models in European  
Technology Transfer Centres**  
欧洲科技转换中心的执行效率和商业模式研究

Based on Visit Programmes from  
1994, 1996, 2004, 2008

- |   |                                      |  |
|---|--------------------------------------|--|
| 1 <b>Optimat</b> - Glasgow                      | 6 <b>Syntens</b> - Nieuwegein        | 12 <b>SC Svilippo Chimica</b> - Milan                  |
| <b>Targeting Innovation</b> - Glasgow           | 7 <b>Innovise GmbH</b> - Duisburg    | 13 <b>META Group</b> - Terni                           |
| 2 <b>RTC North</b> - Sunderland                 | 8 <b>Actemis Conseil</b> - Calais    | 14 <b>OPEUZ to Universidad</b> - Zaragoza              |
| 3 <b>Oxford Innovation</b> - Rotherham          | 9 <b>Luxinnovation</b> - Luxembourg  | 15 <b>Instituto de Tecnología Cerámica</b> - Castellón |
| 4 <b>The NE Group</b> - Nottingham              | 10 <b>NETI Ltd</b> - Budapest        | 16 <b>Moldovan R&amp;D</b> - Chisinau                  |
| 5 <b>Van der Meer &amp; van Tilburg</b> - Zeist | 11 <b>Technology Park</b> - Lubljana |  |

Coway International - Beijing, China



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# RTC North in Short

## 北部科技中心 (RTC North) 简介



### RTC NORTH



**New Medical Devices**  
新医疗设备

36%

**technology 科技**

*"Applying science"* 科技转换

- Support for R&D 研发支持
- Exploitation of IP 专利申请
- Health & medical 健康医疗



**New Enterprise Skills**  
新业务技能

32%

**innovation 创新**

*"Generating Ideas"* 采集创意

- Design & creativity 设计与创造
- Start-up services 启动服务
- Schools & Community 学校与社区



**New Global Markets**  
新全球市场

27%

**business 业务**

*"Creating wealth"* 创造利润

- Opportunity review 机会审核
- High growth services 高增长服务
- Export & investment 出口与投资

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# The Innovation Link In Europe

## 欧洲创新的枢纽



Association of public and private organisations offering

**T**echnology, **I**nnovation and **I**nternational services

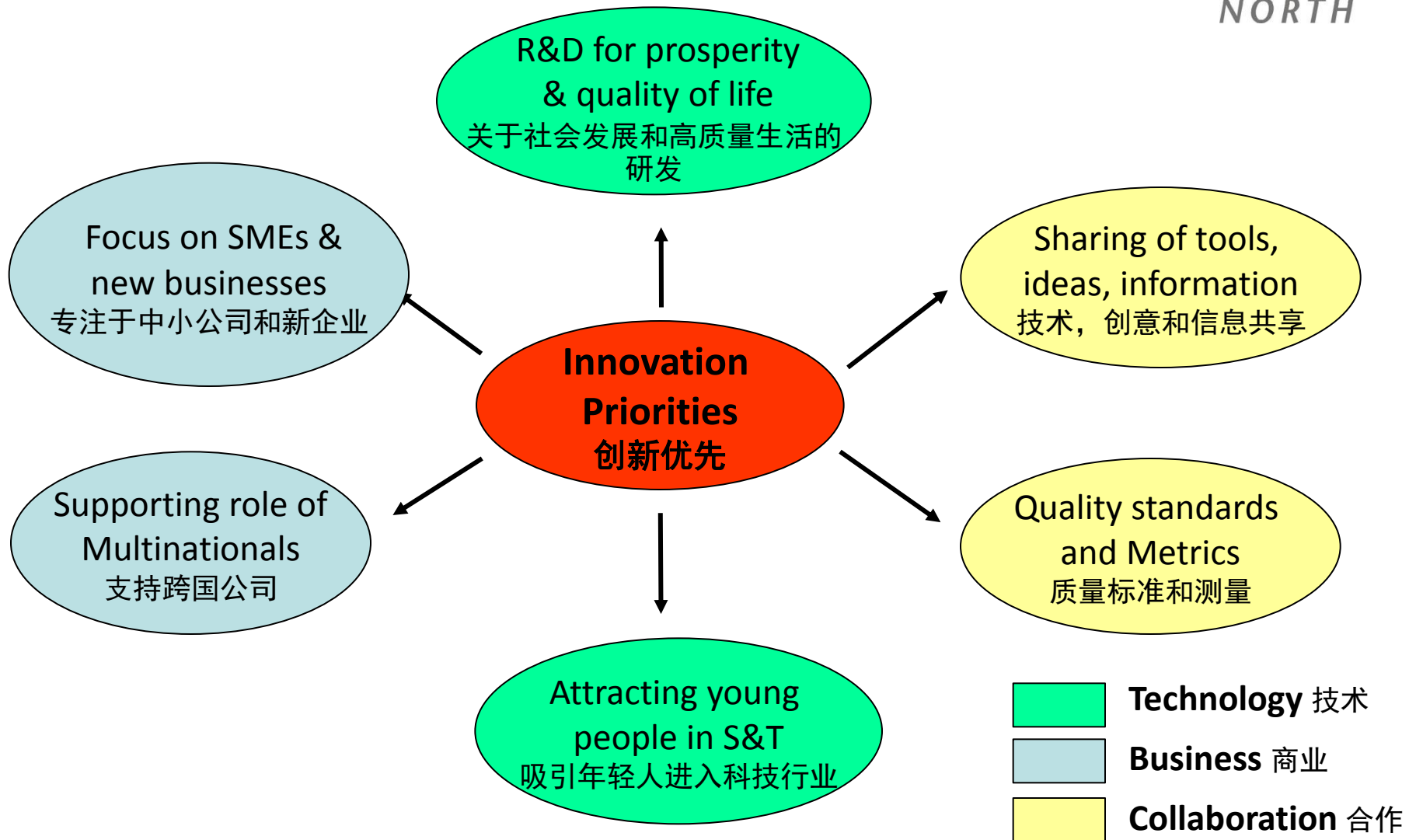
公共组织和私人机构的联合枢纽，提供技术，创新和国际服务

- Well established professional network in Europe 在欧洲建立了良好的专业网络
- Established in 1984 and fully self supporting 独立运营，成立于1984年
- 170 fee paying members from 40 countries 来自40个国家的170个付费成员
- Ambition to expand non-European membership 向非欧洲国家拓展的意愿
  
- Annual Conference (05/13) and Summer School (09/13)  
年会(2013年5月)和夏季学校(2013年9月)
- Website, newsletters and events programme 官网，期刊及推广会
- Working groups focusing on R&D, Spinouts and PR 专注于研发，建立新公司和公关
- Business cooperation and peer review eg, Quality NET  
商业合作与同行评审，如，质量提升网络

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# New Approaches for technology transfer in the 21st Century

## 21世纪科技转换的新途径



# Benefits of Collaboration in TT

## 科技转换合作的优势



### **Multinationals 跨国公司**

- **Access to multiple sources of R&D and business ideas in Europe**  
链接欧洲国际研发资源和商业机遇
- **Ability for large companies to respond more rapidly to market needs**  
使大型公司拥有更快的满足市场需求的反应速度
- **Reduction of dependence on 'in-house' R&D**  
减少依赖于内部的研发

### **SMEs / Suppliers 中小公司和供应商**

- **Increased deal flow between multinationals and SMEs**  
增加跨国公司和中小公司间的贸易量
- **Increased capacity of smaller companies to engage in TT**  
提升小型公司进行科技转换的能力
- **Increased take up of new products and ideas**  
提高公司研发新产品的能力

### **Public Funded Networks (EEN) 公共基金网络**

- **Services that take account of the needs of multinationals**  
强大的面向跨国公司的服务网络
- **Increased awareness and usage of EEN by companies**  
提高公司对公共基金网络的认识和使用
- **More dynamic TT environment in Europe in which to work**  
欧洲积极的科技转换环境

**Independent Networks (TII) 独立网络** :- Able to operate freely from external control 外部控制下自由运营

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The purpose of Quality NET was to improve the operational performance of TII members so that they could cope with the changing institutional and economic framework of the 21<sup>st</sup> century.

“质量提升网络”的目的是提高TII成员的生产效率，使他们能够应对21世纪不断变化的组织机构和经济结构

### Benefits of Peer Review 同行评审的优势

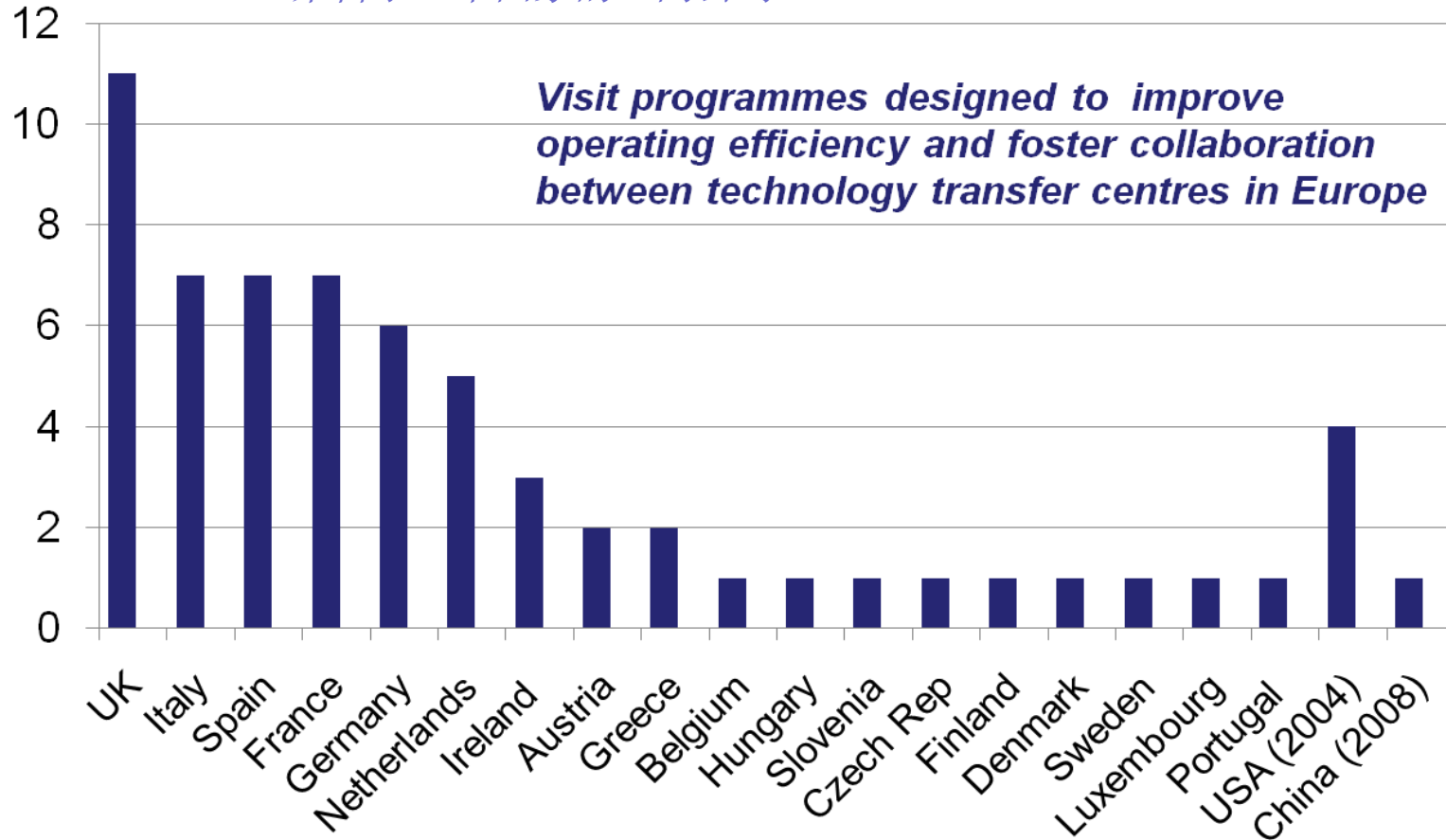
- **Structured approach to best practice exchange** 最佳的实践标准化方法交流
- **Introduction of new ideas and working methods** 新思路和工作方法的介绍
- **Development of common quality standards** 发展普通质量标准
- **Identification of reliable partners for collaboration** 辨别可信赖的合作伙伴
- **Joint business ventures and resource exchange** 商业合资及企业交流
- **Joint actions to increase influence policy makers** 联合行动提升对政策制定者的影响力

# Quality Net - Peer Review Audits

质量提升网络—同行评议审核

Total of 60 organisations from 20 countries (1994-2008)

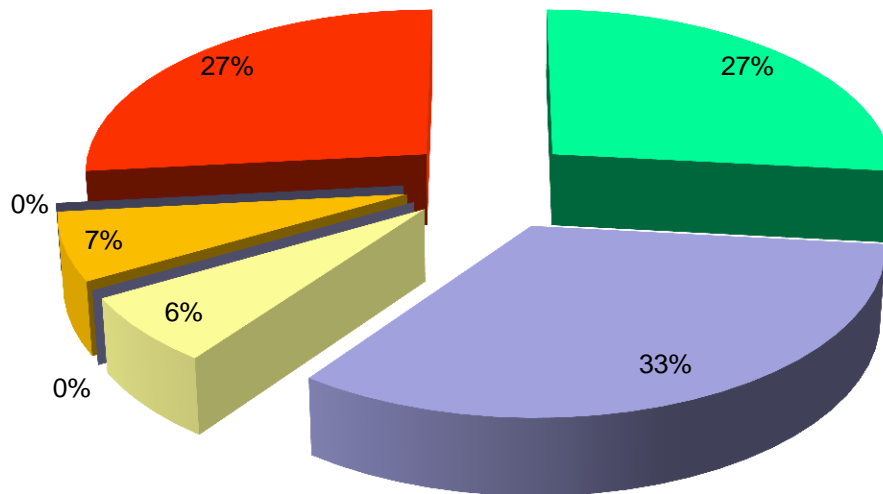
来自于20个国家的60间公司



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# Business Model 商业模式

Question 2.2 What is the legal status of the organisation? 公司的法律类型



- Company Limited by shares (for profit)
- Company Limited by guarantee (not for profit)
- Independent association (subscribing members)
- Dependent agency of national government
- Other

*For example ...*

*University programme or institute*

*Agency of regional government*

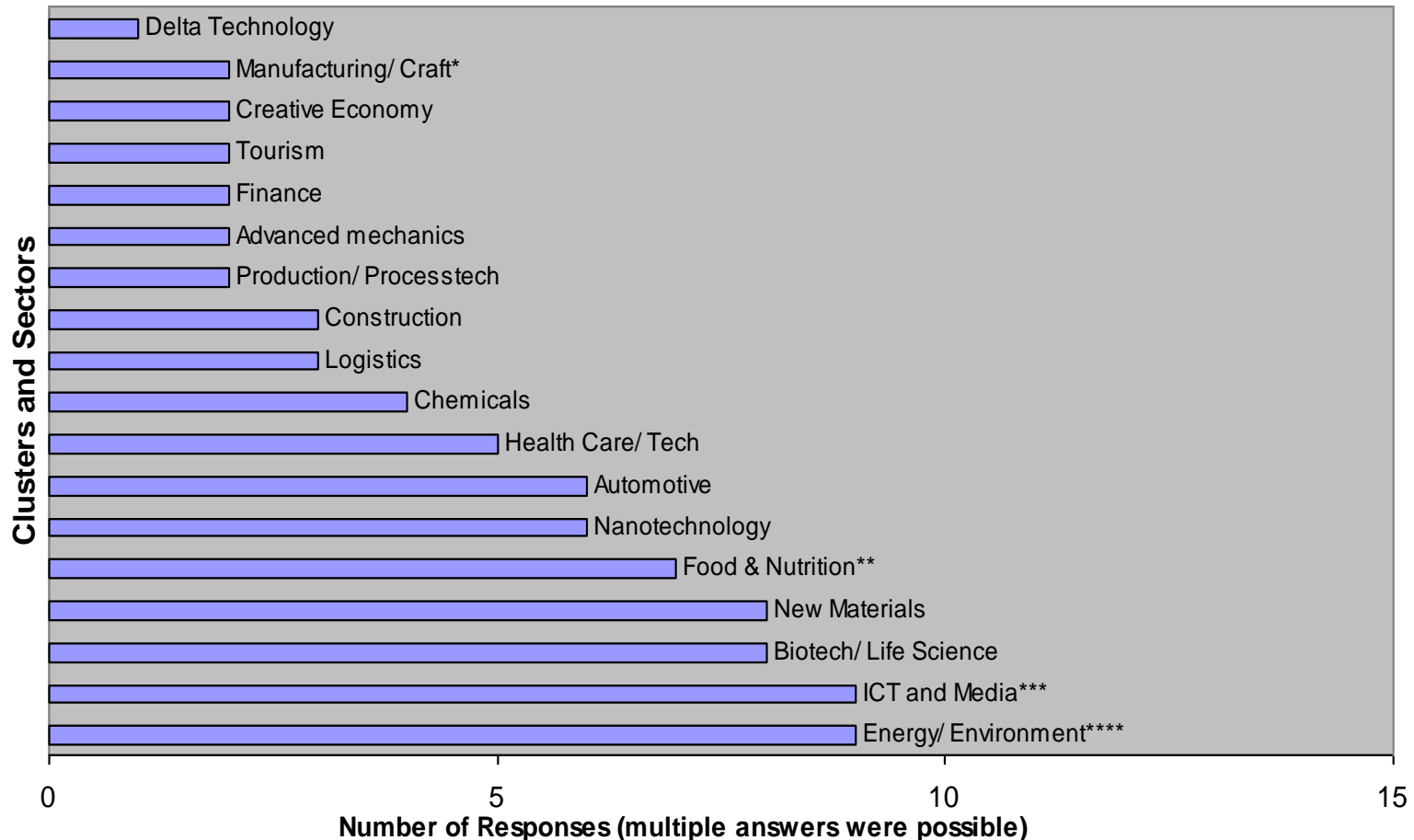


# The Changing Industrial Structure

## 产业结构的变化

Question 1.6 (a) Which Clusters or Sectors have been identified for 'growth' in your region? 你所在的区域中哪个行业是高增长行业?

### Expected Growth of Clusters or Sectors in the Region








# Sources of Finance

## 资金来源

**Q 2.8 What proportion of the Centres income is derived from the following types of income**  
**收益从何而来? (以下各种收入类型的比例)**

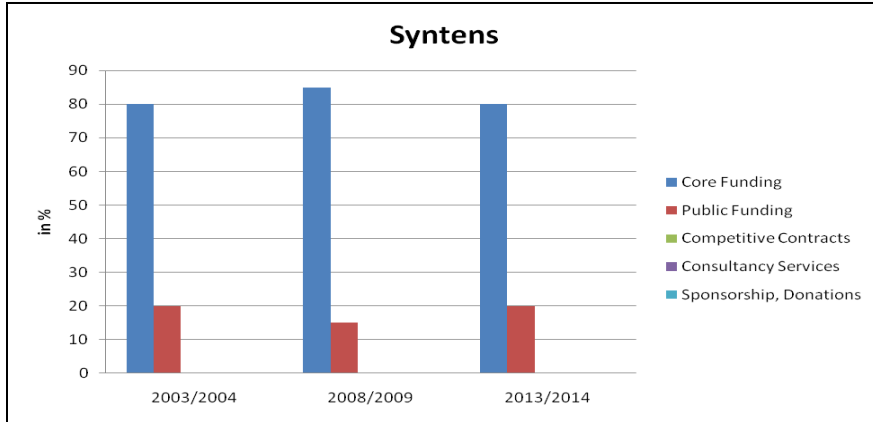
<b>Current Split by TII Member Organisation</b>	<b>Core Funding 核心基金</b>	<b>Public Projects 公共项目</b>	<b>Commercial Contracts 商业合同</b>	<b>Consultancy 咨询</b>	<b>Sponsorship 赞助</b>
Syntens	85%	15	0	0	0
Innowise GmbH	0%	60	20	20	0
Actemis	0%	0	0	100	0
NETI	5%	65	15	15	0
Universidad De Zaragoza	100%	0	0	0	0
Technology Park Ljubljana Ltd	0%	5	95	0	0
RTC North Ltd	0%	40	55	5	0
Optimat Ltd	0%	0	100	0	0
Targeting Innovation Ltd	0%	10	70	20	0
SC Sviluppo Chimica SpA	15%	20	35	30	0
Instituto de Tecnologia Ceramica	0%	55	35	10	0
Van der Meer & van Tilburg	0%	50	30	20	0
Coway International	0%	0	(29+7)	64	0
Luxinnovation	95%	0	5	0	0
META Group	0%	0	75	25	0
The NE Group	0%	50	0	50	0
Oxford Innovation (IMT)	100%	0	0	0	0

## The need for financial independence 各类收入来源说明

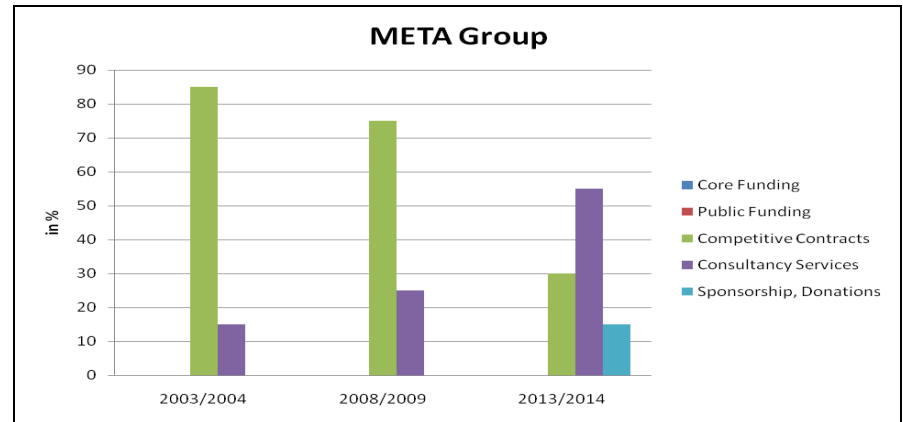
- 1. Core funding means government grants provided to support the formation and operation of an organisation.**  
核心基金：政府提供补贴，以支持组织的成立和运作 
- 2. Public project funding is income from work proposed by the Centre in the context of government programmes.**  
公共项目基金：机构收入来源是为政府项目提供计划 
- 3. Competitive contracts means income from work pre-defined by the client in competition with other organisations.**  
商业合同：机构收入来源是对客户既定方案与同行间的商业竞争 
- 4. Consultancy services is short-term income usually calculated on a daily fee rate. Includes performance rewards/royalties.**  
咨询服务：是一种按日计费的段短期收入。包括业绩报酬/特许权使用费 
- 5. Sponsorship includes, subscriptions, donations and all forms of unearned income**  
赞助：包括会费，捐赠和各种形式的非劳动收入 

# Contrasting Business Models of Quality NET members

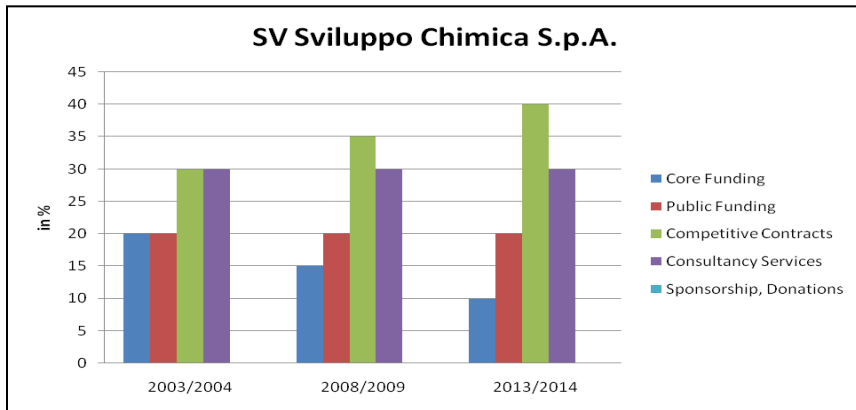
## 对比质量提升网络成员的商业模式



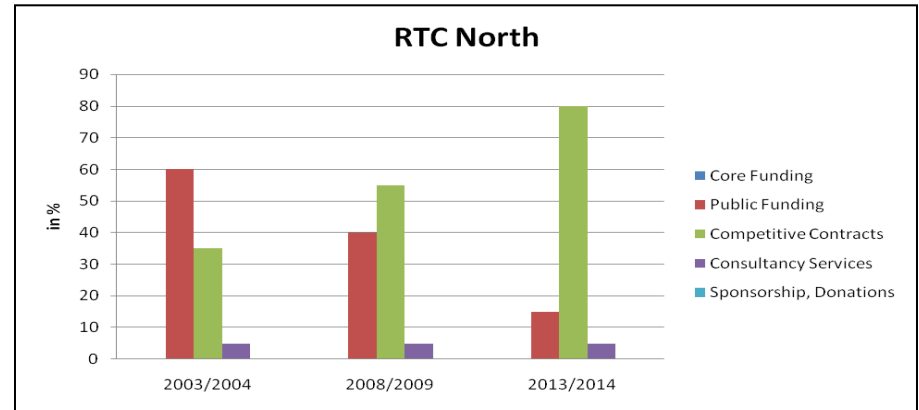
**Public Agency (core funding)**  
公共机构（核心基金）



**Private Company (Consultancy)**  
独立公司（咨询）



**Public for-profit (mixed income)**  
公共盈利机构（多渠道收入）



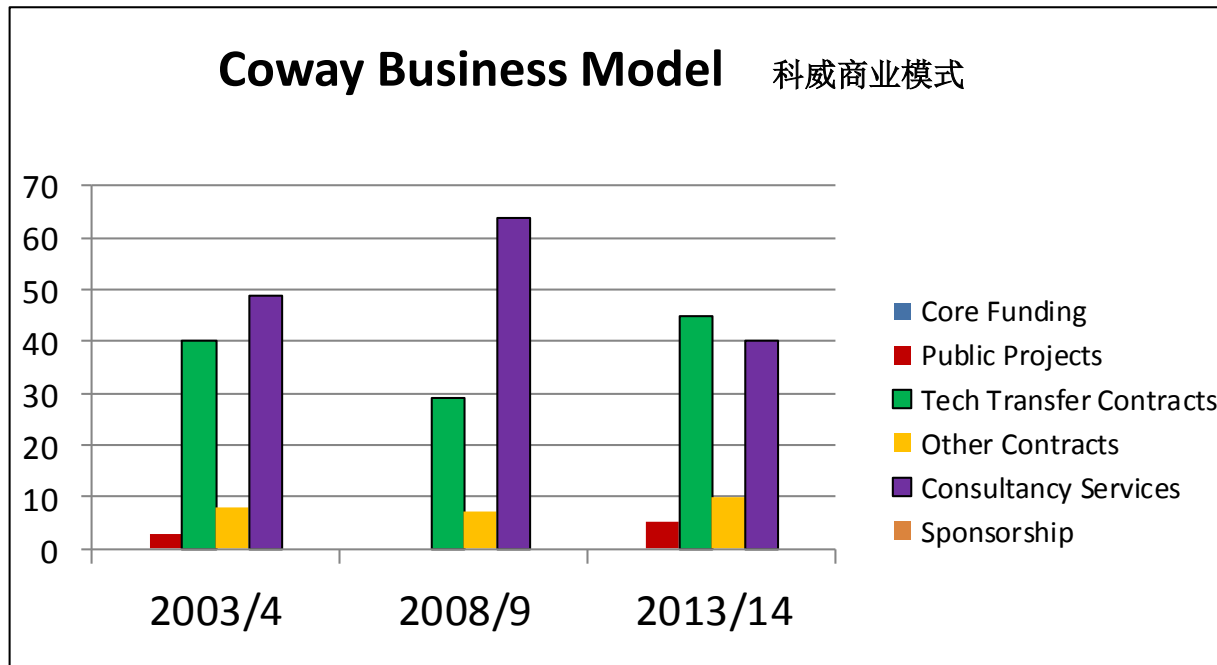
**Private non-profit (contracting)**  
独立非营利机构（商业合同）

# Coway International Technology Transfer Company

科威国际技术转移有限公司



- ❖ First Chinese organisation to participate in Quality NET 第一家参与质量提升网络的中国公司
- ❖ For-Profit company with some commercial shareholders 拥有商业股东的盈利公司
- ❖ Also working on behalf of major public institution – Tsinghua University 并且代表公共组织工作—清华大学
- ❖ Similarities with several European examples discussed 与一些欧洲案例相同



## The Chart Shows

- ✓ High level of consultancy services throughout - but peak in 2008/9  
以咨询服务为主—高峰为08-09年
- ✓ Zero core funding and low level of public contracts  
零核心基金及少量公共合同
- ✓ Distinction made between TT and “non TT” contracts  
科技转换与非科技转换合同间的显著差异

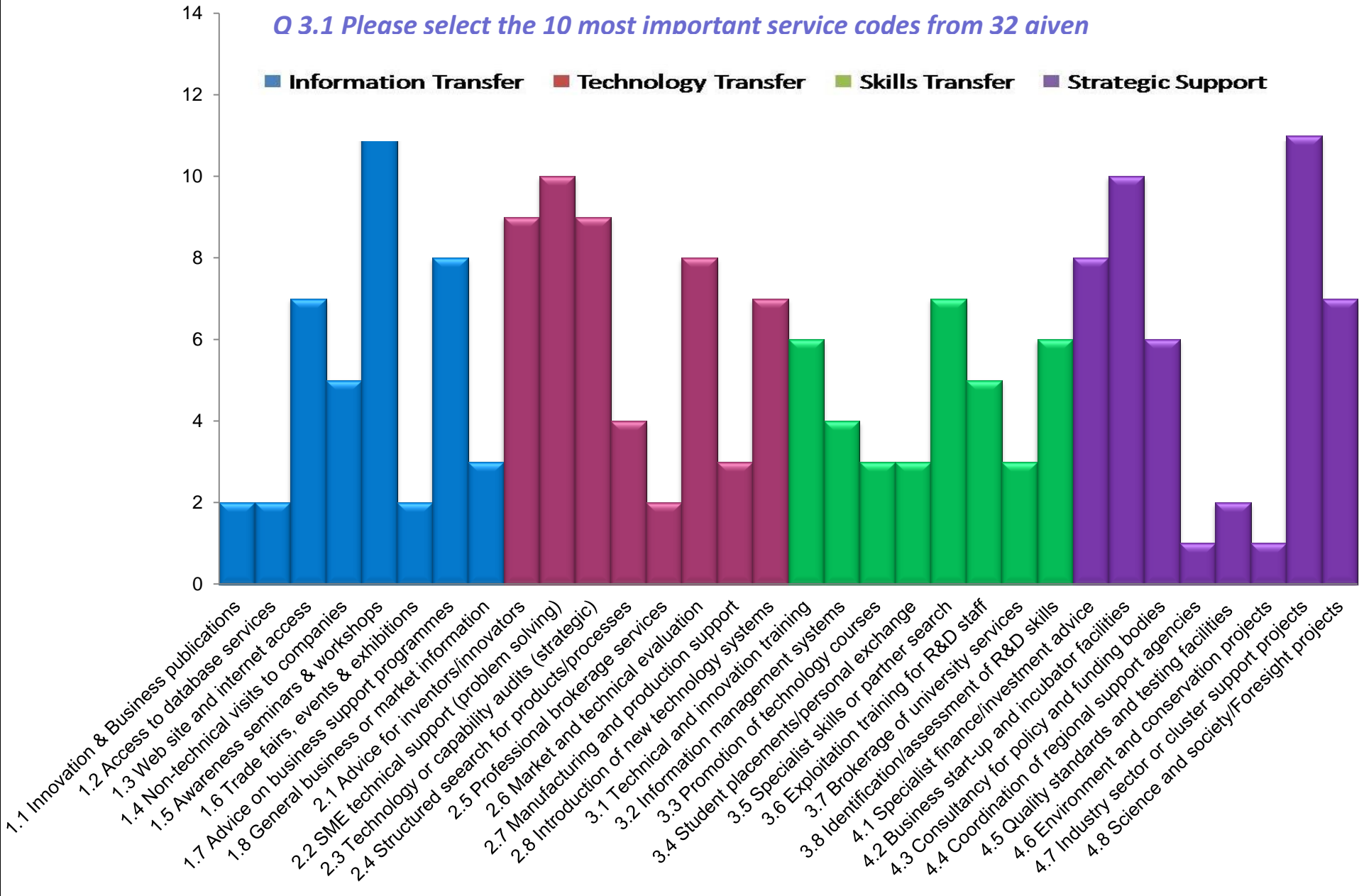
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# Analysis of Service Types

## 服务类别分析

*Q 3.1 Please select the 10 most important service codes from 32 aiven*

**Information Transfer**   **Technology Transfer**   **Skills Transfer**   **Strategic Support**



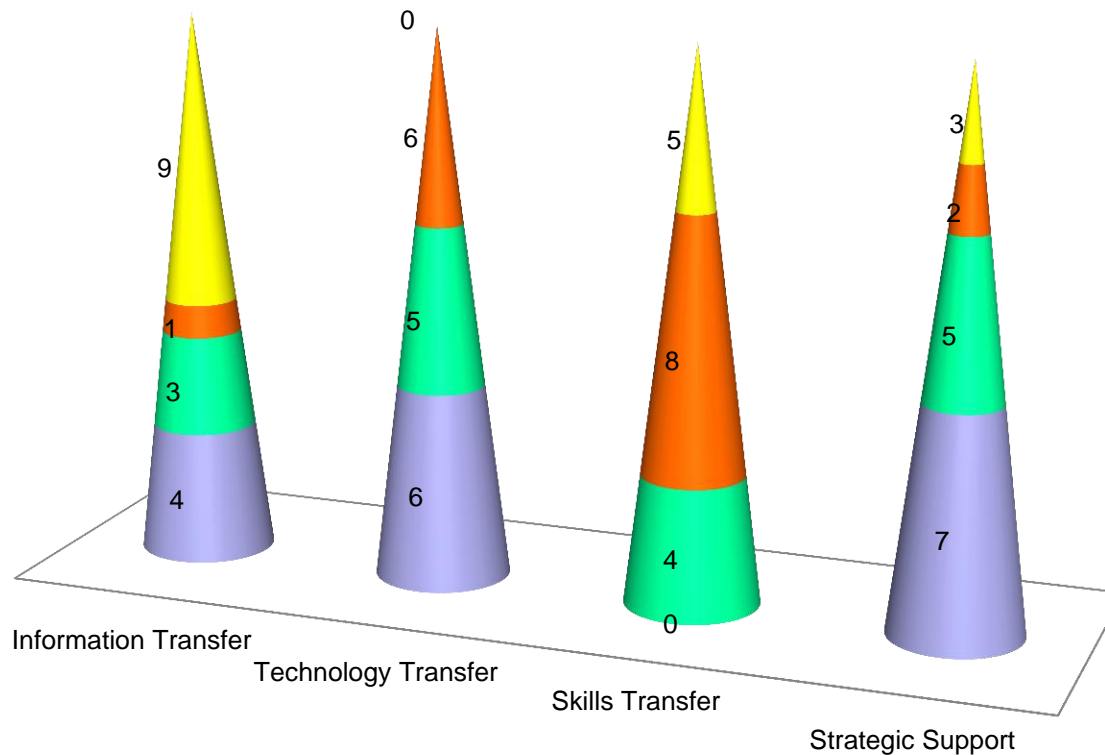
# Service Priorities by Broad Category

## 广泛类别的服务优先级

Q 3.2 Rank in order of importance which group of activities is most important to your organisation? 请对您公司的以下活动进行排序



■ Highest priority ■ Important ■ Not Important ■ Lowest priority



✓ Strategic support was highest priority for 7 out of 17 organisations  
17家公司中的7家认为战略支持最重要

✓ Technology transfer was highest priority for 6 out of 17 organisations  
17家公司中的6家认为科技转换最重要

✓ Information transfer was lowest priority for 9 out of 17 organisations  
17家公司中的9家认为信息交流最重要

✓ Nobody selected technology transfer as their lowest priority  
没有任何一家公司认为科技转换是最不重要的

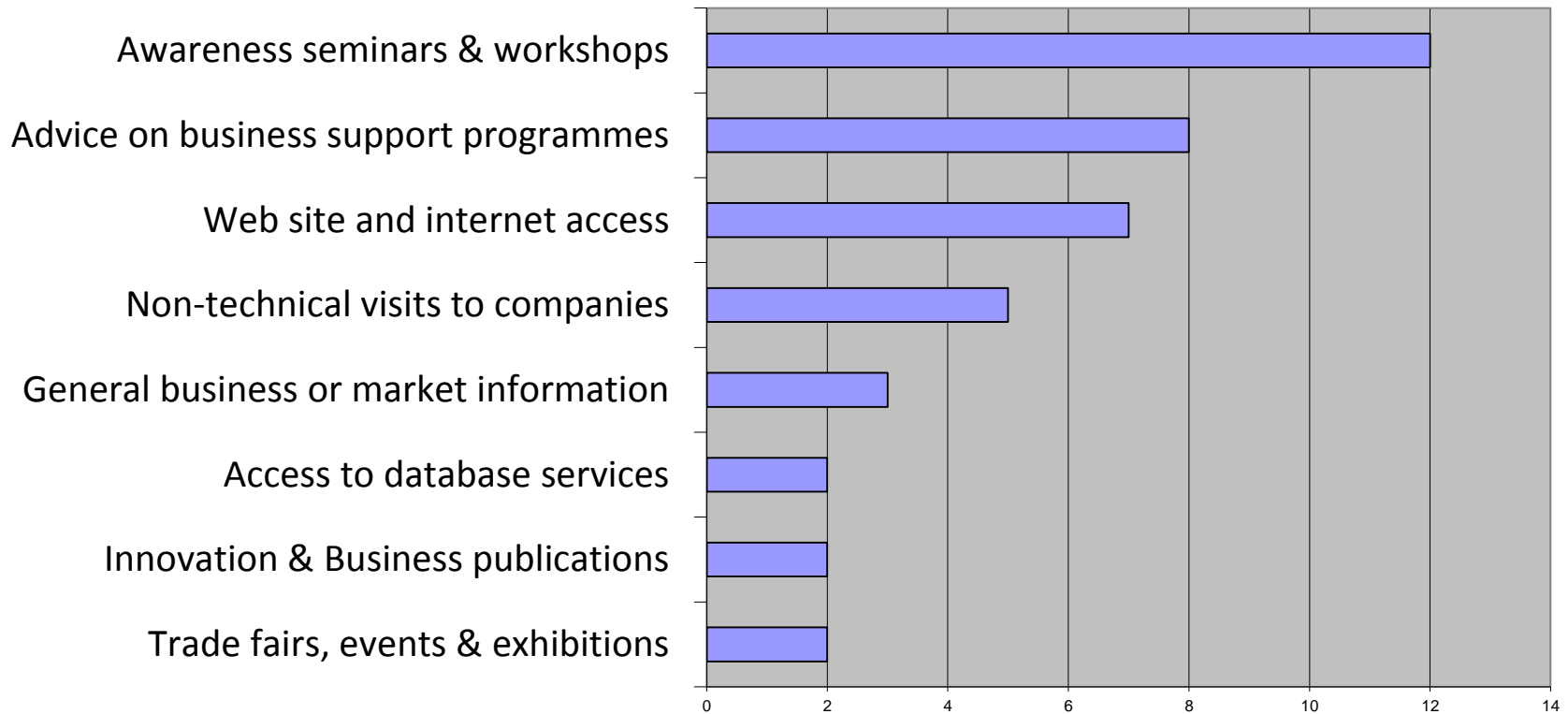
✓ Nobody selected skills transfer as their highest priority  
没有任何一家公司认为技能转换是最重要的

# Information Services have become the lowest priority

信息服务成为最低优先级



Typical Information Transfer Activities 典型的信息交流方式



Number of Responses (multiple answers possible)

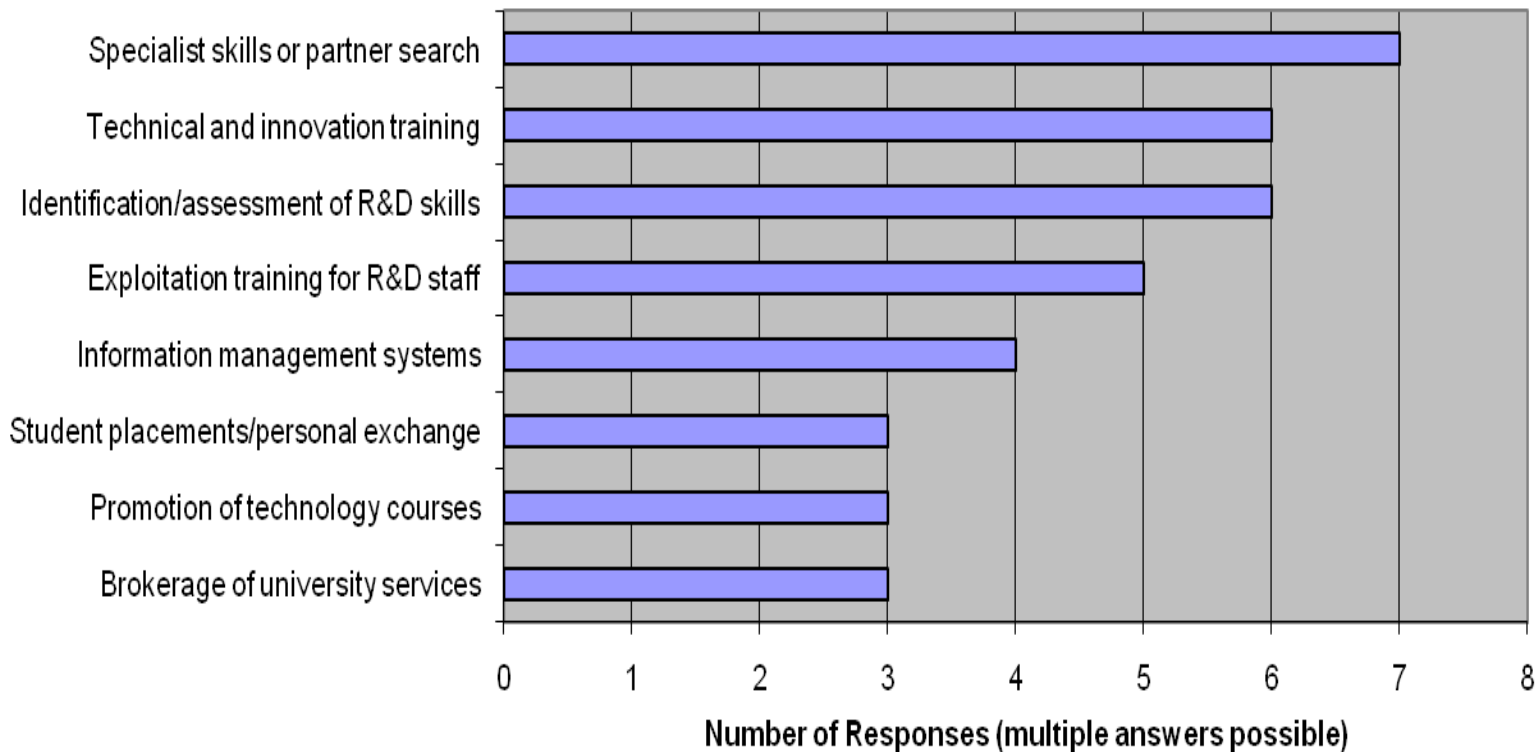
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# Skills Transfer is not the top priority for any of the participants

对于所有参与者来说技能转换都不是最重要的优先级

### Typical Skill Transfer Activities

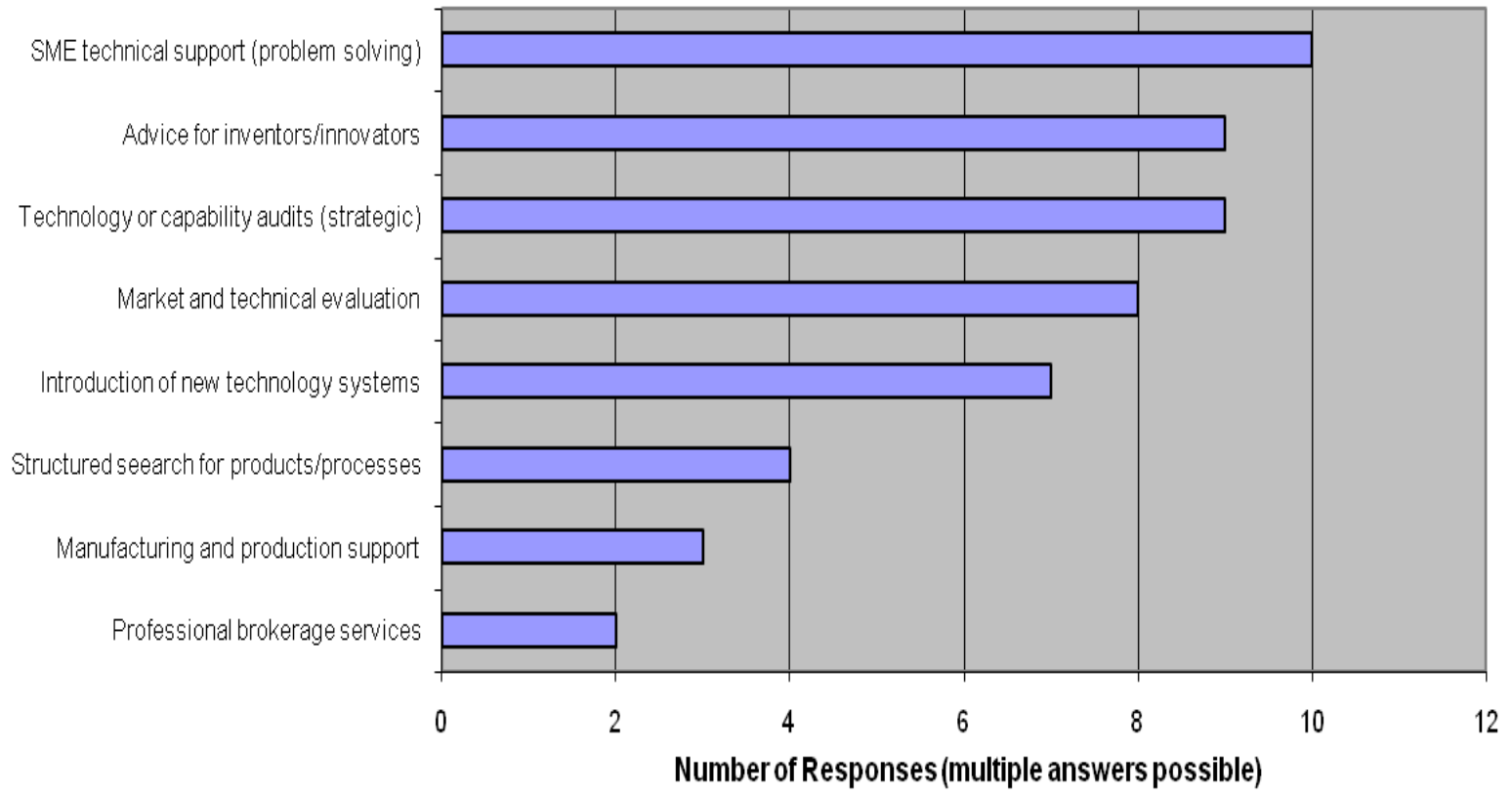


# Traditional Technology Transfer (eg, new products) is still very Important

传统的科技转换（如新产品）仍然很重要



### Typical Technology Transfer Activities

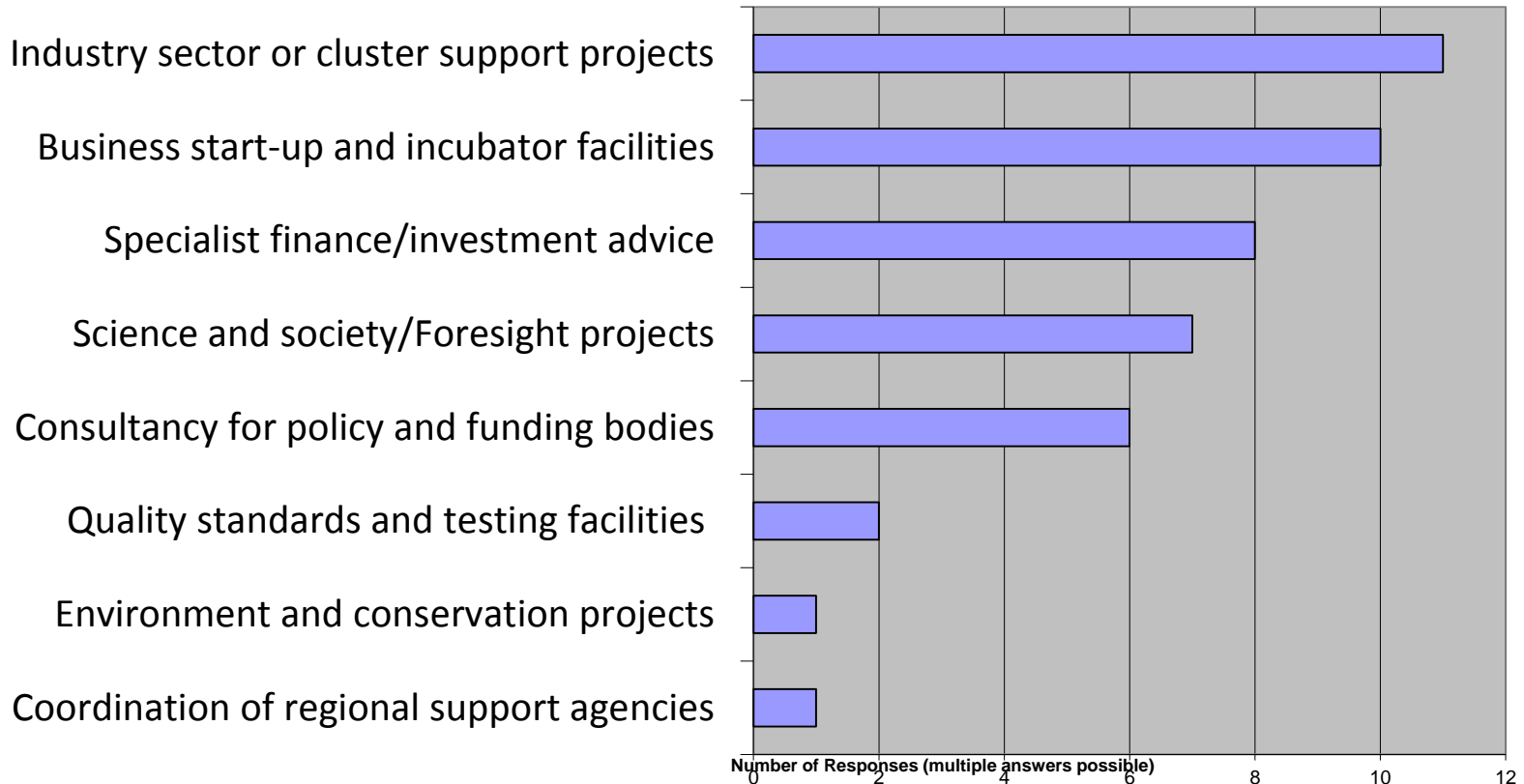


# Strategic Services have become the highest priority for most TII Centres!

“战略服务”已经成为多数TII最重要的优先级



Typical Strategic Support Activities 典型的战略支持方式



# Trends and Opportunities for Quality NET (TII) Members

## 质量提升网络（TII成员）的机遇与趋势

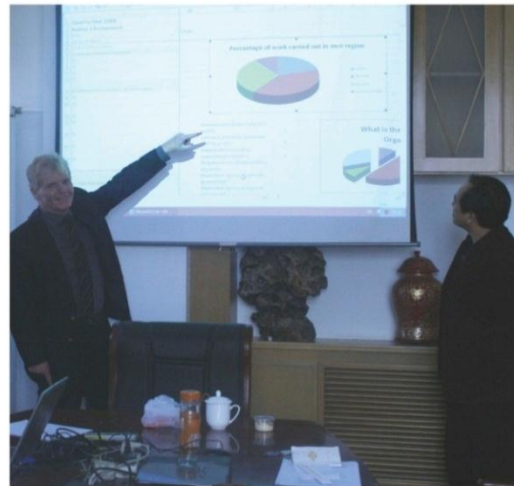


- *The economic environment is becoming more complex*  
经济环境变得更为复杂
- *Globalisation is changing the way all of us operate*  
全球化正在改变我们的行为
- *Open Innovation and speed to market are replacing secrecy*  
开放式创新和进入市场的速度正在取代保密
- *There is a massive dispersal of R&D capability*  
大规模的研发能力
- *Soft innovation, creativity and Design are the key skills*  
软性创新，创造和设计是关键技能
- *Energy and Environmental service areas*  
能源和环境服务领域
- *Cross sectoral and multi-disciplinary solutions*  
跨行业和跨学科的解决方法
- *Knowledge Intensive SMEs are the new clients for TT*  
技术集约型中小公司是技术转换的新客户
- **BUT** *Multinational companies cannot be ignored*  
**但是**，跨国公司不能被忽略

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# Lessons of International Cooperation

## 国际间的合作经验



Globalisation is now the most important driver of technology transfer

全球化是目前最重要的科技转换驱动

Huge new opportunities in Leisure, Design, Energy & Environment

广泛的新机遇在休闲，设计，能源和环境领域

Knowledge Intensive SMEs are the emerging target group for TT

技术集约型中小公司是技术转换的新目标

Multinationals must be included as part of the worldwide solution

跨国公司的参与是全球范围内的一种解决办法

Open Innovation and speed to market are replacing secrecy

开放式创新和进入市场的速度正在逐渐取代保密

