

# **CNBP Business Development Strategy**

1. Introduction – Purpose and Scope
2. Structure of our Commercial Impact Strategy
3. Four Strategic Areas of Commercial Impact
4. Business Development/Commercial Impact Challenges
5. Centre KPIs that relate specifically to Business Development/Commercial Impact
6. CNBP Key Messages impacting successful outcomes of Commercial Impact

Attachment A – CNBP 2020 Innovation Strategy

## 1. Purpose and Scope

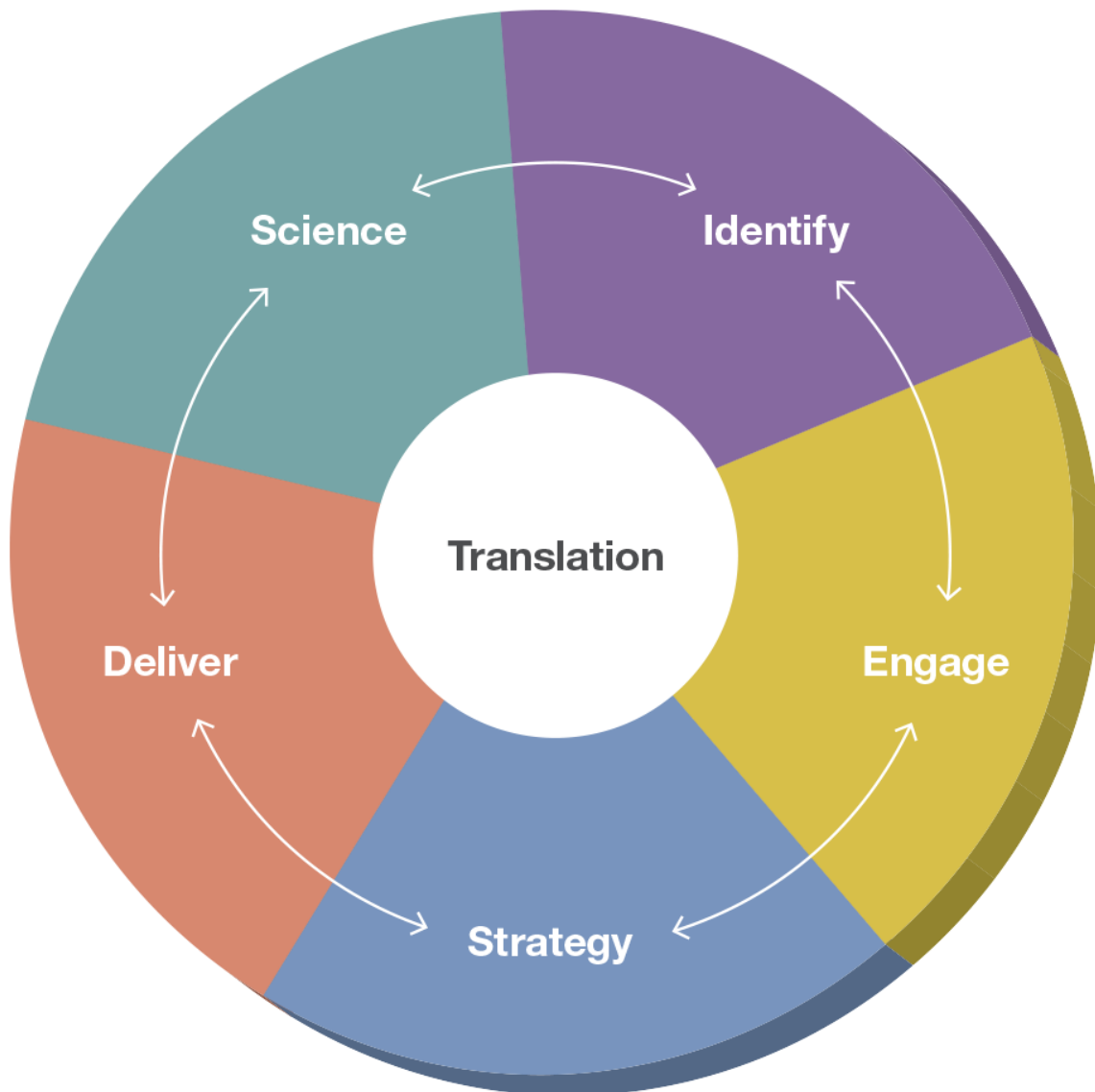
The CNBP is enabling the Discovery of chemical-, nanomaterial- and fibre-based light responsive tools that *Sense* and can *Image* the molecular origins of health and disease. Our research program includes a specific focus on *Reproductive success*, *Vascular health*, and *Persistent pain*.

However, our approaches have broad applications across biosciences, agriculture and industry processes. These technologies will be translated out of the CNBP to the international biomedical and clinical communities through the creation of deployable *Biodevices* that will allow others to expand the *Discovery* of the origins of health and disease at the nanoscale, with similar platform technologies also being adapted for indications in veterinary care, agricultural and food manufacturing and industry processes. This translation of fundamental science is critical for our research to directly benefit our key stakeholders and more broadly the regional, national and international economies.

Effective industry partnering and commercialisation of the Intellectual Property generated by the CNBP is a fundamental cornerstone to the delivery of the complete vision for which the Centre was funded. The Centre's Business Development Strategy aligns to the *Commercial Impact* core value of the CNBP's. Our strategy for Commercial Impact comprises four strategic areas:

- Translate in a timely manner
- Deliver needs-driven research
- Capture high-value IP portfolio
- 20 outcomes from 20 ventures by 2020

## 2. Structure of our Commercial Impact Strategy



### 3. The Four Strategic Pillars of Commercial Impact

#### *Translate research in a timely manner – Pillar 1*

The CNBP is passionate about translating the outcomes of our research program in a rapid and efficient time frame to meet commercial opportunity and expectations of our technologies. In order to specifically address the “bench-to-bookshelf” issues that have plagued the research sector in the past. This strategy includes the following activities, to enable this:

- Resourcing of a dedicated CNBP Business Development Officer position within the executive team to manage and coordinate all partnership and information sharing activities.
- Regular dialogue between the CNBP Commercialisation Champion and Advisory Board Commercialisation Representative.
- Regular information sharing and planning with Technology Transfer Officers and legal teams from our CNBP partner organisations.
- Maintaining an efficient CDA execution process through regular dialogue with the legal teams of our partners and industry connections; and maintain Confidentiality Agreement register).
- Ongoing and regular market analysis through engagement with in-market specialists
- Regular communication within the Executive Management Committee addressing commercialisation activities and planning for translation.
- Engaging and resourcing consultants to review markets, industry needs, gaps and challenges.
- Regular discussions with State Government representatives in SA, NSW, VIC and Qld in the science and business portfolios.
- Continual engaging of current and potential future end-users at industry events and forums.
- Training of staff in the processes available to them to engage with industry.
- Maintaining an internal CNBP Business Development database based on a traffic light system allowing for continual review and analysis of relationships and project performance.

#### *Deliver needs-driven research – Pillar 2*

CNBP’s Business Development officer together with the Executive Management Team, in particular the Director, drive the communication, evaluation and analysis of the CNBP research program to incorporate **Commercial Impact** and hence future needs-driven research at the earliest phase of project development. by:

- Continual integration of existing partner needs and expectations to ensure ongoing collaboration and partnership growth.
- Where possible and relevant, engaging existing partners to gain input on new projects to determine the in-market relevance and possible commercial translation.

- Engagement of new partners through the direct marketing of the CNBP, its people and capabilities to potential partners through the uses of marketing collateral – tailored to specific industry parties including:
  - specific commercialisation materials, and online content on the CNBP website.
  - case study “one-pagers” developed on specific outcomes of transdisciplinary research with a commercial output which are distributed to tailored parties.
- Engagement of new partners to discuss market needs and identify existing CNBP technologies, which may be pivoted to the development of new indications.
- Engagement with External Relations within administering node institution to learn of new market needs and to be able to respond rapidly to them.
- Resourcing industry research through attracting collaborative funding for new projects
- Building partnerships with end-users from Business Development database – continual evaluation
- Developing internships with industry and end users, which provides exposure for researchers within an industry environment to the needs of the end-user
- Training ECRs in commercialisation and operating in end-user facilities
  - Professional Development Workshops scheduled internally
  - Shark-tank workshops/pitch fest engagements
  - Engaging in existing programs such as eChallenge, onPrime, SPARK.
- Continual evaluation and monitoring of the CNBP research portfolio to ensure Technology Readiness Level (TRL) evolution progresses to deployable technology. Where needed, expertise to advance TRL status is recruited.

## **Capture high-value IP portfolio – Pillar 3**

Governance of the Centre’s IP is required to capture all activities our extensive CNBP network has registered or is potentially driving to become protected.

- Maintain an internal IP register across the CNBP network participants.
- Regular internal communication with Executive Management Committee for feedback and updates relating to specific invention disclosure, provisional and patent protection and general communications with Technology Transfer Offices.
- Build collaborative projects with companies with a view to externalising the IP for later market deployment.
- Conduct market assessments early in the research projects to identify minimum viable products and the benchmark existing technologies (if any) to ensure any new technology adds value to the market.
- Protect and position IP in strategic ways to enable spin-out companies.
- Engage with end-users throughout projects to ensure IP protection where relevant.
- Mature the Technology Readiness Level (TRL) of the IP to levels that maximise value.

## **20 outcomes from 20 ventures by 2020 – Pillar 4**

The Centre’s Key Performance Indicators (KPIs) underpin activities and result driven outcomes that will allow the CNBP to succeed in meeting and surpassing 20 outcomes from 20 ventures by 2020. This strategy practically translates to intentionally striving to have 20 translational or commercialisation activities from 20 attempts before the final year of CNBP’s funding. By setting this lofty goal we need to ensure all the dependent variables, such as IP pipeline, commercial partners, staff training TRL status etc. are aligned and maturing. The strategies and associated

activities of Pillars 1-3 provide the foundations to enable and focus our CNBP activities to strive to implement this ambitious strategy.

- Promotion of commercialisation options early in project development and focusing of industry needs throughout the research plan will allow for significant deal flow in the CNBP.
- Project management and industry communication platforms are encouraged within CNBP to ensure projects are tracking to meet committed timelines and to meet their milestones.
- Exposure of scientists to entrepreneurial and industry practices
- See Attachment “A” below – CNBP 2020 Innovation Strategy Diagram

#### **4. Business Development/Commercial Impact Challenges**

- There is a need to maintain and grow collaboration, engagement, relationship building and communication within and between the Technology Transfer Officers (TTO)/Research & Innovation and Commercialisation divisions of the Centre’s four nodes – University of Adelaide, Macquarie University, RMIT University and Griffith University. The Centre confirms that on 1 January 2019 a fifth Node will be engaged with CNBP being The University of New South Wales (UNSW). The Centre will continue to grow collaboration and engagements with all future Nodes of CNBP and their respective Technology Transfer Offices (TTO).
- Contradicting and competing policies and procedures of the CNBP partners in relation to knowledge of, handling of and sharing of information pertaining to foreground IP and the commercialisation of IP.
- Ability and resourcing to effectively work to commercial timelines and terms across the TTOs from CNBP partners to finalise negotiations with industry.
- Funding resources for commercial activity and the need to move quickly in commercial timelines and on commercial terms.
- Lack of resources for specialist professional services to enable or accelerate negotiations with potential industry partners.
- Lack of resourcing for commercially experienced academic or industry peers to provide advice and mentorship to other colleagues.
- Misalignment of academic versus industry expectations relating to communication, content, style, approach and timelines.
- Misalignment of academic promotion and reward metrics with the requirements of time and commitment that foster commercialisation activities.

## 5. Centre KPIs that relate specifically to Business Development/Commercial Impact

The Centre's Key Performance Indicators (KPIs) are aligned to fit under the 4 strategic pillars contributing to the Centres output of Commercial Impact:

*Engage with end-users and stakeholders to demonstrate/test translational impact of CNBP research – **Pillars 1 and 2***

- Student internships with industry, within a science capacity or broader professional development in fields such as entrepreneurship, service provision, IP or science communication.
  - Identify good students to work on existing Corporate partnerships
  - Host end user workshops to understand the needs of the corporate world
  - CNBP Graduate Program to identify students seeking internships outside of traditional research space
- External stakeholder workshops
  - CNBP will host end user workshops through annual engagement with external research societies and professional colleagues
  - Links into existing infrastructure such as hosting sessions at specialty conferences
- Government, industry and business community briefings
  - Accept invitations and/or pass onto CIs/MCR/ECRs
  - Science & Technology Australia membership enables CNBP researchers to attend the annual Science Meets Parliament and Science Meets Business events
- Joint funded projects with industry
  - BD Officer to help identify and build the contact with potential new industry partners
  - Generate a capability document to attract new partners/mentor organisations
  - CNBP to host an annual capability workshop to showcase internal opportunities and increase CNBP-wide awareness

*Translate research in a timely manner – **Pillars 1, 2, 3 & 4***

- Provisional patents
  - CNBP researchers to complete a CNBP project form during project planning to ensure that a commercial plan and external motivation is developed.
  - CNBP will host annual professional development workshop at each node on commercialisation and IP management.
  - CNBP will host end user workshops to understand the market place to ensure IP protection is prioritised with industry needs in mind.
  - Corporate venturing methodology will be employed to identify the market appetite and ensure IP protection and translational can be pair with an industry partner.
  - Each provisional patent will require 3 disclosures to define the market.
  - Reporting of the IP development to the Director and BDM will be encouraged to ensure Centre wide knowledge of the technology and partner opportunities.
- Technology in pathway to translation
  - Scientific projects and input from the commercialisation team are reviewed at the Science Leadership Meetings.

- New IP needs to be protected and the IP register will have details about background IP and Centre IP that relates to the project.
- Centre researchers will be encouraged to take projects through to publication and will be encouraged and supported in pursuing the commercial outcome collaboratively with a team of commercially trained individuals.
- Engage Corporate Venturing group to build a business model for interesting ideas/patents.

## *Grow strategically while maintaining existing organisational support – Pillars 1 and 2*

- New Organisation collaborating with or involved in the CNBP
  - CNBP has established CI/AI guidelines to identify minimum expertise/financial buy-in required to join the CNBP.
  - CNBP will prioritize existing partner maintenance before growing new Partners.
  - New organizations need to reflect the revolving reality (possibly partner for a fixed period of time only).

## *Keep Centre research priorities focussed – Pillar 2*

- CNBP will host end user workshops through engagement with external research societies and professional colleges to better understand industry, end-user and key stakeholder needs.

## *Lifting productivity and economic growth, the CNBP will conduct fundamental research to underpin the development of new industries and transform the way some established industries operate, the benefits of which is the provision of more high value jobs and greater diversity and resilience to the Australian economy – Pillar 4*

- CNBP project planning requires that consideration is given towards potential commercial outcomes for all CNBP projects – this planning is to be updated and reviewed regularly by all Centre research personnel including partners, AIs and students.
- The CNBP commercialisation committee will review relevant projects to help identify opportunities.
- CNBP employs a Business Development Officer to assist building commercialisation partners.
- A corporate venturing model will help push fundamental research into the commercial arena.
- CNBP will seek partnerships (using a comprehensive business case) to translate technology developed at the CNBP into workable healthcare solutions.
- CNBP will host Professional Development activities around commercialisation and entrepreneurship.

## *Building CNBP Legacy – Pillar 4*

- Develop and implement tools and procedures that will benefit society and outlive the existing ARC funding for CNBP.
  - Build Legacy Partners (science communication, Media, Science teachers, etc.).
  - Working with local MBA programs to increase science knowledge/capability in the



- business community and provide business mentors for CNBP researchers.
- Demonstrate new mechanisms to commercialise research from the University environment.
- Create companies from the CNBP technology that are commercially viable in their own right, leading to cash flow and employment opportunities outside of the Centre.
- Train and mentor a new generation of entrepreneurial scientists and teams who will go on to establish new commercial opportunities outside of the scope of the CNBP.

## **6. CNBP Key Messages impacting successful Commercial Impact**

The Centre's Communication and Outreach Plan under Section 6 – Tactics, includes the following strategies directly related to the commercial impact of the Centre. These key messages are disseminated to CNBP colleagues throughout the Centre to ensure a consistent approach to the commercialisation activities taking place throughout the many networks of the Centre.

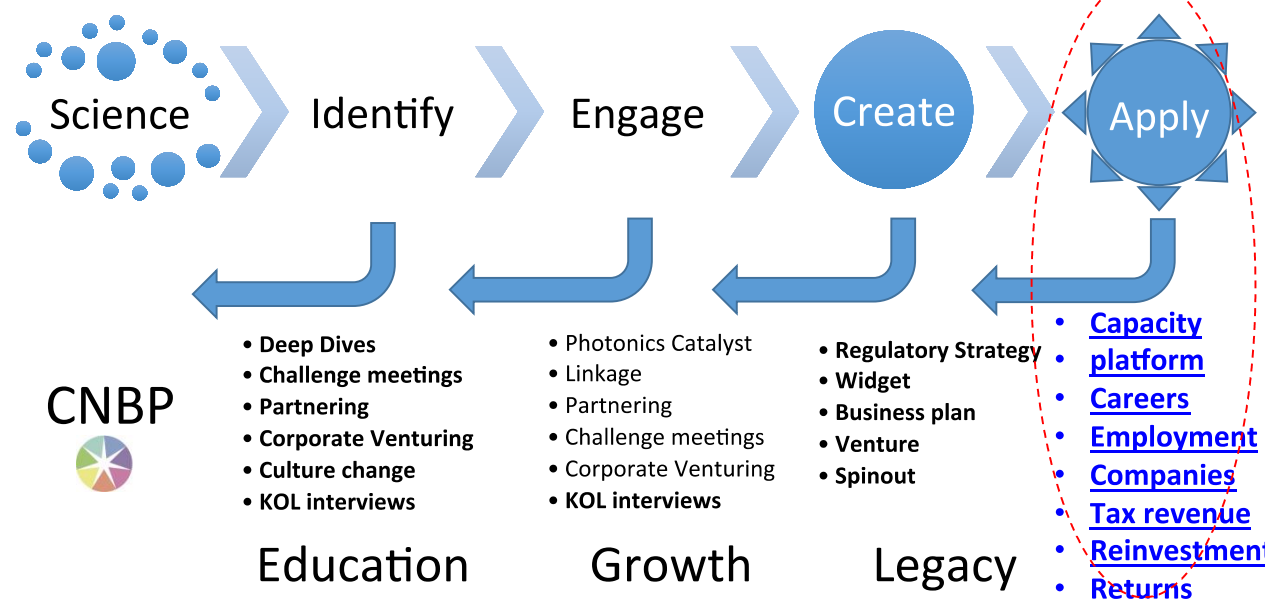
- Centralised communication from the Director and BDM to facilitate and supporting outreach to industry, politicians and government representatives.
- Communications co-ordinator closely works with the Business Development officer on all partner communications.
- Specific key message areas include:
  - End users and Enablers – reaching out to end user clinicians, health administrators and regulatory bodies to educate and inform:
    - CNBP technology is safe
    - CNBP technology will be industry ready
    - CNBP technology will be disruptive, creating a new market and value network
  - Industry and “big end of town” – working with industry to co-promote successful commercial collaborations. Working with the “big end of town” to look at new philanthropic and commercial opportunities:
    - CNBP is partnering with industry, nurturing entrepreneurship in emerging scientists and will create innovative technology platforms that add value to society.
    - CNBP is working closely with industry partners to realise world commercialisation outcomes.
    - CNBP is contributing to the “smart economy”.
  - Partners and collaborators – working with partners to best leverage promotional and outreach opportunities for all parties, including international partners:
    - The CNBP research program is transdisciplinary and brings together the best national and international expertise.
    - We are able to bring together a collaborative team to address the challenging and transforming research projects.
    - We operate with a “greater than the sum of its parts” mentality to ensure that value is gained from networking and engagement across our national and international partners to strengthen research capability and outcomes for all partners.

- Politicians and Government representatives – continually develop relationships with the policy and decision makers responsible for research funding and favourable policy outcomes.
  - CNBP is multidisciplinary in nature and brings together the best national and international expertise.
  - CNBP research will lead to the jobs of tomorrow.
  - CNBP is working closely with industry partners to realise real world commercialisation outcomes.
  - CNBP is attracting global research experts to Australia.
  - CNBP is contributing to the “smart economy”.

## Attachment “A” CNBP 2020 Innovation Strategy Diagram



### CNBP 2020 Innovation Strategy



RMO File/Document Number	
Policy Custodian	BDM, Mel Trebilcock
Responsible Officer	BDM, Mel Trebilcock
Endorsed by	Director, Mark Hutchinson
Approved by	EMC
Related Documents and Policies	IP & Commercialisation Guidelines
First Draft	August 2017
Date Effective	17 October 2018
Next Review Date	17 October 2019
Contact for queries about the Policy	BDM, Mel Trebilcock