

INSIDE

COMMERCIALISATION

IDEAS → OPPORTUNITIES → OUTCOMES

DRIVING COMMERCIALISATION
CONVERTING IDEAS INTO OPPORTUNITIES
MOBILE PHONES IMPROVE PATIENT CARE
AUSTRALIAN FIRST LAUNCHED



Australian Institute
for Commercialisation

→ ideas → opportunities → outcomes →

COMMERCIALISATION - WHAT IS IT?

‘Commercialisation’ is the transformation of ideas into economic outcomes. It is the process by which knowledge and research are converted to marketable products and services. Commercialisation is an important aspect of the Australian research and innovation system.

OUR VISION:

To enhance Australia’s future economic growth, jobs and lifestyle by improving our national capability to take innovative ideas to market.

OUR MISSION:

To work with Australian industry and research organisations to maximise the returns from Australia’s investment in research and development (R&D) and innovation.

INSIDE COMMERCIALISATION



Dr Rowan Gilmore - AIC Chief Executive

Welcome to ‘Inside Commercialisation’, an annual review produced by the Australian Institute for Commercialisation (AIC). ‘Inside Commercialisation’ is designed to provide an insight into Australia’s commercialisation landscape and highlight some of the work the AIC is doing to enhance national capability.

One of the original purposes of the AIC was to help Australia’s publicly funded research institutions – universities, Cooperative Research Centres, medical research centres and the like – to reap greater returns for the nation by improving the harvest or application of the knowledge and intellectual property (IP) developed by their scientists and researchers.

This harvesting process has come to be known as ‘commercialisation’ in Australia, although it is often referred to elsewhere (for instance, in the US) as technology transfer. Just as the harvesting of grain first requires fertilising, sowing, watering, weeding, and sunshine before a skilled farmer can ultimately reap, so too commercialisation requires good research, business input, incubation, and funding before a practitioner with the right set of skills can create a marketable application from knowledge.

The AIC has come a long way and achieved a great deal since it was formed in 2002. We would like to thank all our staff who have contributed immeasurably to the growth and success of the AIC. We are constantly amazed at the calibre of people who join us, wishing to help build our vision of a more innovative Australia.

To our Commonwealth, State and Territory government supporters, our customers, partners and service providers, thank you for your confidence and commitment to the AIC.

ABOUT THE AIC

The Australian Institute for Commercialisation is a national, not-for-profit company promoting commercialisation policies and assisting industry and research organisations with practical initiatives.

Established in 2002 with funding from the Queensland Government's 'Smart State' initiative, the AIC enjoys the support of Commonwealth, State and Territory government agencies, industry and the R&D community throughout Australia.

The AIC is a catalyst for the development of Australia's commercialisation capacity. It does not duplicate existing commercialisation services or initiatives, but works collaboratively to help build the networks, scale and linkages needed to drive commercialisation success at the national level.

WORKING WITH:

- GOVERNMENT
- RESEARCH ORGANISATIONS
- INDUSTRY GROUPS
- START-UP COMPANIES AND SMALL BUSINESS
- SERVICE PROVIDERS
- INDIVIDUALS

TO ADDRESS COMMERCIALISATION BARRIERS

The AIC's programs and activities are directed to address key barriers to improve commercialisation outcomes. The AIC is addressing:

- the difficulty of establishing links between those with ideas, businesses and money

OUR VALUES:

People – partnerships, teamwork, commitment.

Professionalism – responsiveness, openness, integrity, honesty, trust.

Passion – innovation, outcomes, fun.

- the knowledge and skills needed to improve commercialisation management and capability
- the policy environment that supports innovation.

THE AIC IS RECOGNISED NATIONALLY FOR ITS:

- delivery of leading practice commercialisation and strategic IP management solutions and advice
- capability to farm know-how and intellectual property (IP) from the research sector nationwide for transfer into industry
- technology transfer capability and facilitation services
- relationships with stakeholders in commercialisation
- access to national and State government innovation departments.

IDEAS →

OPPORTUNITIES → OUTCOMES

Three business units deliver the AIC's commercialisation capability:

- **Commercialisation Solutions & Consultancy** - offers the AIC's business tools, market research, professional development programs, ExpatriateConnect, Aussie Opportunities, and policy and commercialisation advice.
- **TechFast** – delivers a program to help small to medium enterprises (SMEs) adopt new commercially viable know-how and technologies from Australia's research organisations.
- **Office of ICT Commercialisation** – manages a commercialisation hub that draws on Government-owned IP for the Information and Communications Technologies (ICT) sector.

DRIVING COMMERCIALISATION INTO THE FUTURE

The commercialisation process is vital to Australia's interest as the benefits from continued macro and micro-economic reform diminish as the reform agenda in these areas is completed.

At its simplest, 'commercialisation' is the transformation of ideas into economic outcomes. These outcomes can range from a new-technology that drives company profits to significant effects over time on a country's Gross Domestic Product (GDP) and competitive position.

Over the past quarter century, both public and private sector initiatives have transformed Australia's economy.

Australia today is one of the world's most competitive economies, but while Australia has improved its innovative capacity over time, it has not done so as fast as key international competitors, including some that have leapfrogged Australia through sustained policy action.

According to AIC Chief Executive Officer Dr Rowan Gilmore specific attention needs to be paid to the commercialisation of Australia's generally excellent science and technology, the largely suboptimal step some have called the 'conversion' process.

"INNOVATION IS THE WELLSPRING OF ECONOMIC GROWTH."

*Stern and Gans,
Assessing Australia's Innovative Capacity in the 21st Century, 2003.*

"Much of Australia's current economic boom is due to the strength of our agricultural and mineral industries. These industries have established global leads from their prior investments in research and subsequent market application and development," Dr Gilmore said.

"Increasingly, in the 21st century, a nation's prosperity and competitiveness will be derived from its ability to create new products and services, adapting continually to remain ahead of its competitors."



"The current debate about a national 'third wave' of economic reform was at risk of overlooking increased investment in innovation as a source of competitive advantage," Dr Gilmore said.

Countries such as Sweden and Denmark have achieved similar economic growth and incomes to Australia while maintaining their historic social outcomes.

"Imagine the sort of success and national wealth Australia could achieve were we as a nation able to match these countries' investments in product innovation across all industry sectors."

The AIC is working to improve the skills required to better commercialise know-how and intellectual property, along with developing programs and policy recommendations to change the Australian culture to embrace outcome-based research, forge stronger collaboration between research and business, and encourage sensible risk-taking behaviour.



AIC ACHIEVEMENTS AND MILESTONES

In 2004/5, the AIC achieved many milestones:

TECHFAST EXPANDS NATIONALLY

www.techfast.com.au

The AIC's TechFast program was launched and AIC offices were established in Melbourne, Sydney, and Adelaide. TechFast is a technology transfer program that helps SMEs find and adopt new commercially viable technology from Australia's research organisations.

ICT COMMERCIALISATION UNIT ESTABLISHED

www.oictc.com.au

The AIC's newest business unit, the Office of Information and Communications Technology Commercialisation (OICTC) was established. The OICTC assists government agencies and other public sector organisations to commercialise the ICT intellectual property they have created by helping to transfer it to local industry.

HIGH DEMAND FOR AIC MARKET RESEARCH SERVICE

Demand for the AIC's market research services surged in 2004/05. Introduced in mid-2004, the service achieved significant uptake by industry in the six months to 30 June. The AIC's market research service provides global business intelligence to help entrepreneurs reduce the risks associated with market entry.

COMMERCIALISATION EDUCATION INCREASING

In 2004/05 the AIC provided commercialisation education to over 300 people in the R&D, innovation and commercialisation sectors. Programs included Commercialisation Bootcamps and Negotiating Technology Deals workshops. These programs have been delivered in most states of Australia to both public and private sector organisations looking to accelerate their commercialisation capabilities.

TAKING IDEAS TO MARKET

www.ideas2market.com.au

In May 2005, the Queensland Government engaged the AIC to deliver its innovative Ideas2Market educational workshops across the state. Ideas2Market provides innovators and entrepreneurs with advice, ideas, hints and links that can assist them take their ideas or products to market.

GATEWAY ENTERPRISE LAUNCHED

<http://www.enterprise.aicgateway.com>

The AIC launched its new Gateway Enterprise, a 'one-stop' online resource of leading practice assessment tools and supporting guides that allow the entrepreneur and business community to thoroughly assess the commercial potential of their innovative idea, and manage the process of taking that idea to market. Gateway Enterprise is the first of its kind in Australia.

IDEAS → OPPORTUNITIES → OUTCOMES →

From the AIC Boardroom.

By Chairman Dr Peter Jonson and CEO Dr Rowan Gilmore

Over the past year, the AIC has worked diligently with a number of institutions and many small to medium enterprises (SME's) to help achieve practical outcomes from commercialisation.

Research has many outcomes. It can spawn new ideas and more research, and it can create breakthroughs in science and technology.

Research itself yields knowledge as an intermediate outcome, through which a nation's population is educated and its skills increased. Such knowledge can also be exchanged, or traded in the form of services, or it can diffuse to industry where it can be applied.

Some knowledge – and we are not arguing all - can be incorporated directly into new products. While knowledge itself has value, it is the application of that knowledge that can increase its value many times over. Transferring knowledge into applications within the marketplace is never a simple process, nor rarely linear. Rather, the process occurs within a complex ecosystem, where leakage, diffusion, indirect transfer, and direct exchange of knowledge are all alternative paths that can create outcomes.

The AIC's role is to act as a catalyst within that system, providing both policy advice to governments and economic development agencies, and delivering practical solutions that help others to commercialise their IP. These solutions are intended to help remove the barriers preventing the flow of knowledge between researchers or innovators, and business; to raise the skills of all players involved in commerciali-



sation; and to help raise awareness of both the system and environment within which the commercialisation process flows so it can be better managed and improved.

2004/05 marks the third year of the AIC quest. During the year, the AIC began to play a significant role in the development and delivery of tangible products and services that had become obvious to us as missing.

With \$2.5 million of Commonwealth Government funding provided through the Department of Industry, Tourism, and Resources, and additional financial support from the Queensland, South Australian, and Victorian Governments, the AIC's TechFast program was launched, and new AIC offices established in Melbourne, Sydney, and Adelaide.

Although TechFast is a pilot program scheduled to run until June 2006, we have already made some significant achievements in commercialisation.



The AIC's vision is to make the R&D performed within the entire Australian research system more accessible to those that need it, and in particular to innovative small Australian enterprises (SMEs) with the potential to adopt it and use it to fuel their growth. This will generate the high growth, high wage jobs that will help Australia continue to thrive.

TechFast does this not by pushing that R&D into new companies, which must then develop paths to market (the 'technology push' approach), nor by looking for companies that could use a particular new knowledge set (the 'solution looking for a problem' approach); but rather by starting with innovative enterprises, understanding their new product development needs, and then seeking the appropriate know-how and research from around Australia (a 'market pull' approach).

We have learned that there are many innovative enterprises in Australia who need such research, and require help to find it and to expedite its transfer.

A second and equally ground-breaking initiative launched towards the end of 2004/05 was the AIC's Office of ICT Commercialisation (OICTC).

With the support of several Queensland Government departments, the OICTC is working closely with Queensland's Information Industries Bureau to identify ICT products (principally software, but also development frameworks) developed for and owned by Government.

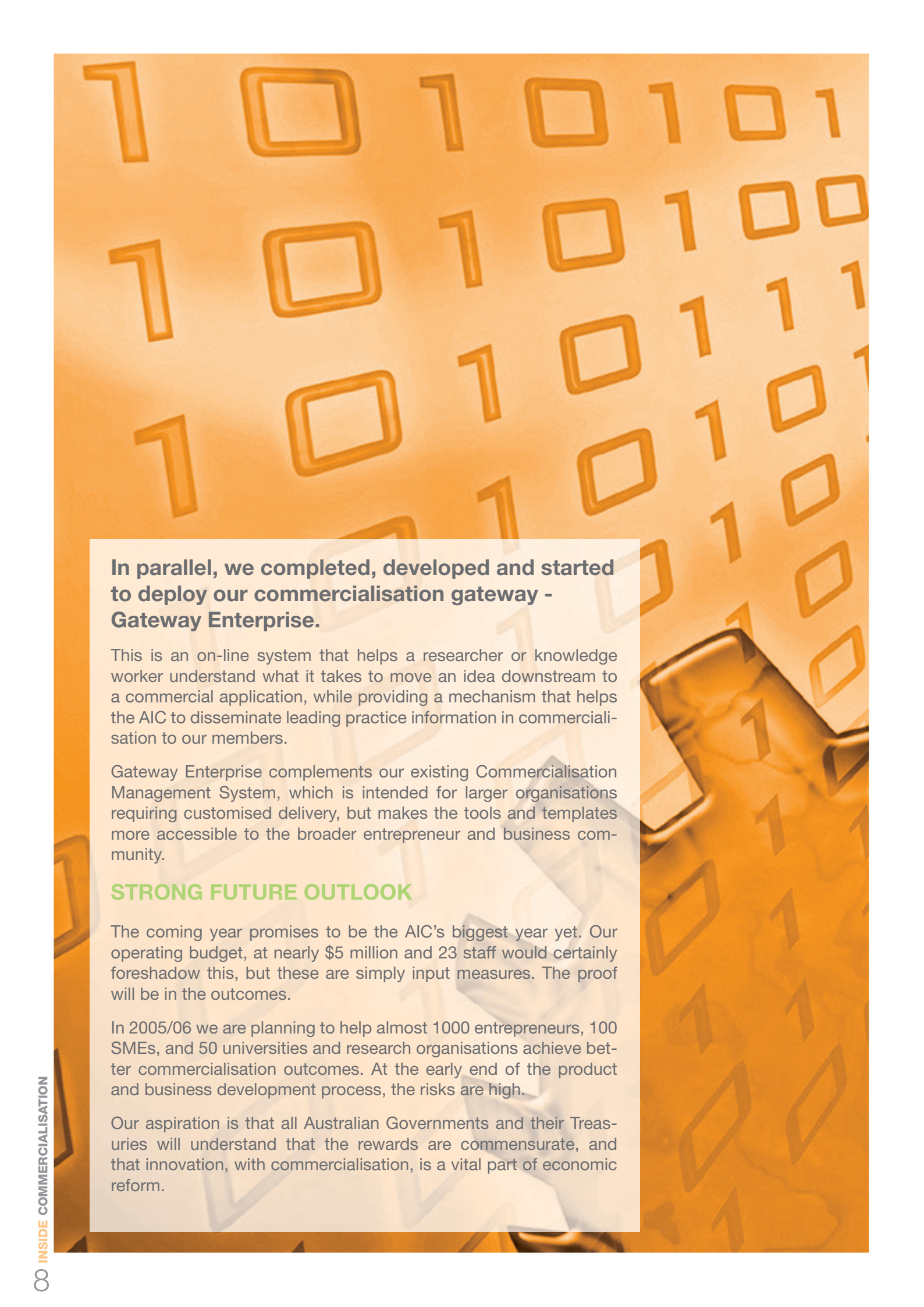
The AIC is a neutral third-party skilled in negotiating licencing deals with local industry partners to take these to new markets. By June 2005 two pilot IT projects were in the process of transfer.

This is tremendously exciting because it grows local industry by presenting them with new product opportunities, returns a royalty stream to the departments and taxpayer, and helps strengthen a local industry cluster.

However, commercialisation cannot ultimately succeed unless the hearts and minds of the researchers and innovators understand the importance of knowledge transfer to the market. We are working to motivate this as well.

Our Commercialisation Bootcamp continues to grow, and we have now touched over 600 researchers through this program, which aims to help researchers understand when and why commercialisation is important. A 30 per cent increase in attendees stated that they now intended to commercialise their intellectual property following the program. Likewise, our 'Negotiating Technology Deals' course continues to attract large classes eager to understand negotiating strategies and the parameters of technology transfer deals.

With the Melbourne University School of Enterprise, the AIC has established the Australian Centre for Commercialisation Education, and this now offers a Graduate Certificate in Commercialisation.



In parallel, we completed, developed and started to deploy our commercialisation gateway - Gateway Enterprise.

This is an on-line system that helps a researcher or knowledge worker understand what it takes to move an idea downstream to a commercial application, while providing a mechanism that helps the AIC to disseminate leading practice information in commercialisation to our members.

Gateway Enterprise complements our existing Commercialisation Management System, which is intended for larger organisations requiring customised delivery, but makes the tools and templates more accessible to the broader entrepreneur and business community.

STRONG FUTURE OUTLOOK

The coming year promises to be the AIC's biggest year yet. Our operating budget, at nearly \$5 million and 23 staff would certainly foreshadow this, but these are simply input measures. The proof will be in the outcomes.

In 2005/06 we are planning to help almost 1000 entrepreneurs, 100 SMEs, and 50 universities and research organisations achieve better commercialisation outcomes. At the early end of the product and business development process, the risks are high.

Our aspiration is that all Australian Governments and their Treasuries will understand that the rewards are commensurate, and that innovation, with commercialisation, is a vital part of economic reform.

AIC LAUNCHES AN AUSTRALIAN FIRST

The Australian Institute for Commercialisation (AIC) has launched an innovative online tool for commercialisation management, Gateway Enterprise, specifically for individuals and SMEs.

The first of its kind in Australia, Gateway Enterprise is a one-stop resource of integrated business tools for individuals, innovators and SMEs looking to take an idea or product to market. Gateway Enterprise allows individuals to assess the commercial potential of an innovative idea and manage the process of taking that idea to market. It can also be used to assess any type of business opportunity or to undertake a business health check.

The tool is simple and cost-effective, delivered over the web and requires no formal training. It will increase the efficiency and effectiveness of commercialisation activities by providing a single point of reference for all commercialisation needs, allowing individuals and SMEs:

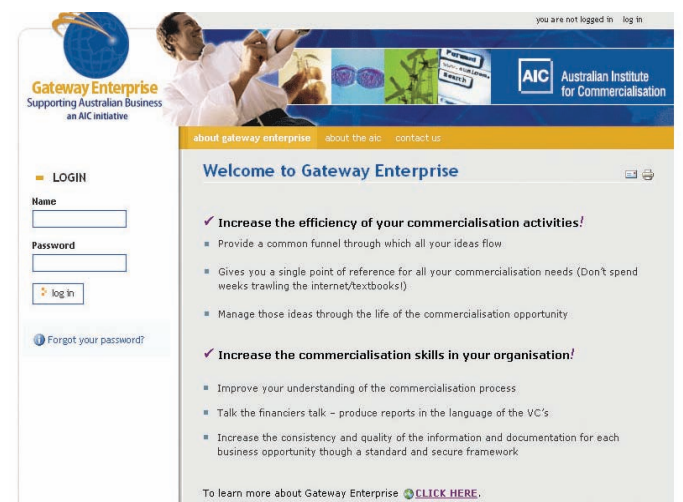
- Access to leading practice guides, templates and reference sources
- Consistent and high-quality information for each business opportunity
- Improved learning of the commercialisation maze, its language and key players.

Gateway Enterprise complements the AIC's existing Gateway Commercialisation Management System (CMS) used by larger research organisations.

AIC Product Development Director Richard Marshall believes that the range of services and guidance that Gateway Enterprise provides is a unique service to Australian innovators and entrepreneurs.

"It is applicable to all forms of innovation, whether it be small or large scale or somewhere in between," Richard said.

"A lot of the Gateway Enterprise value is embedded in the leading practice guides, templates and assessment



tools, which are continually updated and are designed so that they can be used by any client, irrespective of the scope of the product or business involved."

Gateway Enterprise is also available as part of a membership package from the AIC. The packages – one for small business and the other for entrepreneurs, include discounts on the AIC's market research and professional development programs as well as ongoing knowledge updates.

Gateway Enterprise features:

- Assessment Toolbox - Conduct a detailed SWOT analysis on an idea or business opportunity
- Risk Management Report - Identify areas for improvement before dedicating valuable resources. Importantly, use the included guides and resources to progress an idea or product
- Innovation Library - Access the latest resources and know-how on innovation and commercialisation, including 'how-to' guides and templates, research reports and case studies
- My Gateway - Capture a set of opportunities in one central, private and secure environment.



ACCELERATING TECH TRANSFER

Australian small companies are lagging behind their European and US counterparts in adopting new technology. It's time to accelerate our technology transfer.

Companies located offshore have adopted a culture where they readily link themselves with universities. In Australia we have a very high level of spend on public research and development (R&D), yet a very low level of locally developed industry adoption.

Just 34 per cent of Australian small to medium enterprises (SMEs) use new technologies to improve their business or develop new products compared with 85 per cent of their European and US counterparts.*

Two key reasons why Australian SMEs do not traditionally adopt new technologies are:

1. They are not always aware of the latest developments in the research and development (R&D) sector; and
2. Assessing and adopting new technologies can be a risky and resource consuming process.

The Australian Institute for Commercialisation's (AIC's) national TechFast program, funded by the Australian Government's Department of Industry, Tourism and Resources, has been designed to help SMEs locate and adopt new commercially viable technologies or innovative processes by matching these SMEs with research organisations who possess technologies and expertise.

Director of the AIC's TechFast Business Unit, Dr John Kapeleris said TechFast approached commercialising public R&D outcomes from a different angle.

TechFast starts with a real business problem and finds a solution rather than the normal approach where a research organisation looks for a buyer for a technology it has developed

"This reduces the risk for innovators in the R&D sector, as they do not always have to embark on setting up and maintaining a start-up company to commercialise their R&D," Dr Kapeleris said.

"Additionally, businesses that participate in the TechFast Program can obtain funded services to offset the cost of assessing and adopting an innovative product or service from the public R&D sector. As well, the AIC appoints a designated TechFast project manager to work alongside the business, allowing the company to concentrate on running their day-to-day operations. This additional resource is extremely valuable to these SMEs."

*Commonwealth Department of Education, Science and Technology, *Mapping Australian Science and Innovation Report*, 2003

TURNING IDEAS INTO OUTCOMES

Mobile phones improve patient care - a TechFast case study.

THE COMPANY

Biocenturion Systems have developed a wide-reaching communications platform and database for sending and monitoring patient clinical data and images between secure servers and various devices in the field including mobile phones, digital cameras and digital pens.

The company has attracted worldwide attention for its LifeMEDIC acute-care, rapid development hospital system that uses mobile phones for patient monitoring. The system allows health practitioners in remote or troubled areas to successfully transmit data, vital signs, x-rays, ECGs and other digital images to specialists around the world. LifeMEDIC was deployed by Queensland Health to assist victims of the Asian Tsunami in Banda Aceh.

The system was more recently deployed by US Medical Reserve Corps in the USA as a part of the overall Hurricane Katrina relief effort.

THE IDEA

Through the TechFast program, Biocenturion Systems asked the AIC to assist them explore new technologies and expertise that they could adopt to quickly broaden the potential application of their existing technology, without significant additional internal R&D.

The company saw this as a strategy to help expedite the adoption of their LifeMEDIC system in clinical centres and large public hospitals, by offering a more comprehensive integrated health care technology solution. In doing so, medical professionals would be able to receive patient information at the patient point-of-care, in settings as diverse as ward bedside, operating theatre or any remote location accessible via broadband wireless network.

THE OPPORTUNITY

The AIC's TechFast program has been able to assist the company to locate, assess and begin to integrate 1) new add-on device hardware for secure biometric authentication of the mobile phones; 2) new wireless communication devices; and 3) new cardiac monitors for serving in-home, in-hospital and remote heart patients. These technologies have been sourced from some of Australia's leading research organisations, including the University of Queensland.

THE OUTCOMES

With the assistance of the AIC's TechFast program, Biocenturion Systems are now able to significantly expand the scope of their commercial offering. Working closely with their AIC TechFast manager, Biocenturion Systems is currently preparing to roll-out hospital production trials with the additional technologies integrated with its LifeMEDIC system. The trials are expected to confirm that the new system will save medical practitioners precious time, improve patient care, and reduce the cost of delivering such services over current practices. The introduction of mobile phone biometrics for a homeland security application is also now underway. Presently, the company is also discussing longer-term R&D partnerships with these universities and has located its R&D facilities within the University of Queensland.

The Chief Technology Officer of Biocenturion, Mr Tom Rosser said "the TechFast assistance from the AIC has already enabled us to fast track the assessment and transfer of the latest hardware technology from two University research organisations. Being able to license and integrate breakthrough biometrics and bluetooth technology into our wireless software platforms has enabled our firm to compete on the world stage."

COMMERCIALISATION PARTNERSHIPS

GOVERNMENT

The AIC enjoys the ongoing support of both Commonwealth and State Governments responsible for education, innovation and state development – areas inextricably linked to R&D commercialisation. We continuously engage with Federal and State Government agencies to establish partnerships for service delivery of commercialisation programs and to drive good commercialisation policy.

This also assists Government agencies build and develop their capacity to manage their own R&D commercialisation activities.

RESEARCH ORGANISATIONS

Over the past 12 months the AIC has worked with 70 research organisations, including universities, CRCs and specialist research bodies. These interactions have helped shape the AIC's suite of solutions and its membership program. Our most popular offerings include our Commercialisation Management System (CMS), Commercialisation Bootcamps and provision of early-stage commercialisation advice.

INDUSTRY

The AIC works closely with industry, regional clusters, the venture capital sector, and other organi-

sations with a specialist interest in innovation and commercialisation. For example, during the year the AIC signed an MOU with Australian Aerospace and Defence Innovations (AADI) to help strengthen commercialisation in the defence cluster.

SERVICE PROVIDERS

The AIC engages with service providers in two ways:

1. to jointly address gaps in the commercialisation services market
2. to ensure that research organisations and SMEs have access to expert advice on specific commercialisation, business, legal or financial issues.

We are working with a variety of service providers, helping to build their partnership pipelines and to add value to their existing offerings.

SMES

The AIC engages with SMEs through networking events, its professional development program, early-stage assessment and advisory services and Tech-Fast. In 2005, SMEs will also benefit from the AIC's new Gateway Enterprise product.



WORKING TOGETHER

AIC's highly skilled personnel include leading figures from the commercialisation, innovation, science, financial services and research sectors.

OUR BOARD AND STAFF

The AIC is overseen by a Board of Directors. The organisation employs a team of 23 highly qualified and experienced professionals in the areas of commercialisation, intellectual property, technology transfer, market research, product and business development and marketing and communication.

OUR PARTNERS

Partnerships are the cornerstone of the AIC's approach to business. The AIC has forged partnerships with the Commonwealth, State and Territory governments, universities, research groups and commercialisation organisations to lead a national effort to drive economic and social returns from commercialising intellectual property developed by Australia's researchers.

Formal supporters include:

- Australian Government Department of Industry, Tourism and Resources
- Queensland Government Department of State Development, Trade and Innovation

- Victorian Government Department of Innovation, Industry and Regional Development
- Tasmania Department of Economic Development
- Western Australia Government Department of Industry and Resources
- South Australia Government Department of Trade and Economic Development
- New South Wales Government Department of State and Regional Development
- The University of Queensland
- Griffith University
- James Cook University
- Central Queensland University
- University of South Australia
- Rural Industries Research and Development Corporation
- **CRC members:**
 - CRC for Diagnostics
 - Desert Knowledge CRC
 - CRC for Construction Innovation
 - CRC for Integrated Engineering Asset Management
 - Environmental Biotechnology CRC.

FAQs

What does the AIC do? The AIC works with Australian research organisations and industry to maximise the returns from Australia's investment in R&D and innovation. We deliver practical initiatives and solutions to help innovators and industry overcome the barriers to successful commercialisation.

Can the AIC help me source funding (for my opportunity)? Through its linkages, the AIC can provide access to venture capital and funding sources.

What are the issues/barriers to successful commercialisation? What makes it so difficult? There are a range of challenges. These include:

- the level of linkages between research and industry
- lack of experienced and skilled people in commercialisation
- research culture perception of commercial activity
- availability of venture funding
- knowledge and awareness
- intellectual property – management and clear ownership.

How does the AIC differ from university or research commercialisation offices? Unlike these offices, the AIC does not have a financial interest in the commercialisation of others' IP, nor does it have IP of its own to commercialise (apart from that in its products). The AIC can however assist university commercialisation offices, and partner with them to build scale at a national level. The AIC is perfectly

placed as an independent, third-party expeditor to catalyse commercialisation outcomes.

How does Australia compare with other countries in its innovation performance? On what basis? In Australia, government support of R&D exceeds the OECD average, while business investment in R&D is well below the average. Australia is not yet a first-tier innovator nation because of its low level of business R&D and its:

- mismatch between public and private research effort
- mismatch between public sector skills base and private sector research investment
- lack of a number of diverse and well developed clusters
- decline in human capital.

What role do SMEs play in commercialisation? Many SMEs rely on innovation for competitive advantage and growth of market share. Big business is often more focussed on maintenance of market share and increasing profitability through cutting costs. In addition, multi-national corporations make strategic decisions such as R&D investment at global headquarters level - and Australian management has no control over this spend. SMEs are crucial in commercialisation, both through their adoption and production of technology, their flexibility and ability to quickly shift into new markets, and their role as both customers and suppliers in the innovation eco-system.

What can the AIC do for me?

	Entrepreneurs	Start-ups & small business	Research organisations & CRCs	Service providers	Peak bodies	Government
Help to overcome the barriers to successful commercialisation	✓	✓	✓		✓	✓
Establish linkages to commercialise intellectual property	✓	✓	✓	✓	✓	✓
Develop knowledge and skills to improve commercialisation management and capability	✓	✓	✓			✓
Link with researchers, industry, and government	✓	✓	✓	✓		✓
Provide independent assistance with negotiating deals	✓	✓	✓			✓
Conduct intellectual property audits and valuations	✓	✓	✓			✓
Source and analyse business intelligence or market research	✓	✓	✓			✓
Accelerate technology transfer into small businesses and industry	✓	✓	✓	✓		✓
Provide commercialisation education and training	✓	✓	✓			✓
Provide leading practice commercialisation know-how and tools	✓	✓	✓			✓
Develop commercialisation frameworks			✓		✓	✓
Provide advice and hands-on support for taking an idea to market	✓	✓	✓			✓
Help to identify optimal commercialisation pathways – what do I do next?	✓	✓	✓			✓
Connect commercialisation expertise and networks	✓	✓	✓	✓		✓
Provide access to venture capital and funding sources	✓	✓	✓			✓
Provide policy ideas and practical supporting documentation					✓	✓