

TECHNOLOGY TRANSFER: PLAN FOR SUCCESS

Jennifer L Flagg & Michelle M Lockett
*Center on Knowledge Translation for Technology Transfer
University at Buffalo (SUNY)*

ABSTRACT

Technology transfer offers the promise of transforming research discoveries and development inventions into product innovations in the marketplace. However, successfully conducting technology transfer requires planning, resources, and know-how. A Technology Transfer Planning Template (TTPT) is currently under development to help improve the quantity and quality of innovations moving from lab to market, by providing investigators with information that helps them plan for and implement new product development best practices. This paper describes the need for the TTPT, and offers details of the user-centered development and testing processes, preliminary TTPT content, and technology transfer resources.

BACKGROUND

The transfer of assistive technology from the lab to the marketplace offers great potential to improve the quality of life for people with disabilities. However, technology transfer (TT) is typically a very challenging process, which is often fraught with barriers. Project failures are associated with the absence of market and cost considerations (Galie & Legros, 2004; Miotti, & Sachwald, 2003), as well as inadequate project planning and insufficient resource allocation (Lane, 2008).

Fortunately, the likelihood of achieving positive outcomes can be improved with adequate project planning and the application of new product development (NPD) best practices (Lane, 2008). For example, Ozer (1999) notes the importance of continuously conducting market and business scoping activities to evaluate the viability of a proposed product, while it is being developed. Similarly, Neale (1994) found that NPD success requires sound evaluation methods for project screening and market

research activities. Moenaert & Souder (1990) echoed this same sentiment by calling for market research and business analysis to reduce uncertainty and improve the chances of NPD success.

The National Institute on Disability, Independent Living and Rehabilitation Research (NIDILRR) has recognized the importance of project planning by requiring its Rehabilitation Engineering Research Centers (RERCs) to prepare a technology transfer plan that details their development project activities. Similarly, all agencies funding Small Business Innovation Research (SBIR) grants require Phase II applicants to submit commercialization plans along with their proposals. Both of these requirements highlight the federal government's appreciation of the need for extensive planning to deliver proposed product-related outcomes.

Planning can be aided by process models. In particular, research by Golish, Besterfield-Sacre & Schuman (2008) has demonstrated that academic investigators are in need of operational models and tools that simplify the business and market analyses that can have a profound impact on the viability of their R&D outputs. A NPD and TT framework, named the Need to Knowledge (NTK) model, is aimed at doing just that. That is, helping investigators understand and apply tactics that are likely to lead to marketplace success and improved social outcomes (Flagg, Lane & Lockett, 2013).

While the NTK model has been well-received by grantees and program management alike, project investigators have called for assistance applying the model to their work. These investigators have specifically asked for a template to help them better understand what information is most critical in their plans, and where to focus their efforts. In response, a project was initiated to produce a technology transfer planning template, which can provide guidance for implementing NPD best practices.

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