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Understanding the potential for sharing SHAPE commercialisation support

Survey Results
February 11, 2025

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Preface

Disclaimer

This slide deck is an output from the project **“Creating the evidence base for shared TTO needs and opportunities in supporting SHAPE spinouts”** on terms specifically limiting Oxentia’s liability. Our conclusions are the result of our professional judgment, based upon the material and information provided to us by the client and others. Use of this report by any third party for whatever purpose should not, and does not, absolve such third party from using due diligence in verifying the report’s contents.

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About the Project

The London School of Economics and Political Science (LSE), as the lead party acting on behalf of a consortium of five universities (LSE, Royal College of Art, University of Bristol, University of Leicester, University of Lancaster) successfully applied for a Connecting Capability Fund Research England Development ("CCF-RED") pilot grant for the project 'Creating the evidence base for shared TTO needs and opportunities in supporting SHAPE spinouts'.

This project seeks to establish a clear value proposition for shared Technology Transfer Office (TTO) models in SHAPE (Social Sciences, Humanities, and the Arts for People and the Economy) commercialisation. By creating a robust evidence base, it will identify how shared TTOs can best support the commercialisation needs of institutions of all sizes and disciplinary foci.

Ultimately, this initiative aims to enhance the efficiency and effectiveness of spinout support across the sector, driving economic and social benefits through improved commercialisation pathways.

The project has four key objectives. First, it aims to engage a wide range of UK Higher Education Providers (HEPs) to deepen and formalise understanding of SHAPE commercialisation needs. Second, it seeks to establish a robust evidence base on current practices, highlighting capacity-building needs among HEPs supporting SHAPE spinouts. Third, the project will evaluate the merits of different "sharing models" for TTO functions. Lastly, it will offer evidence-based recommendations for strengthening SHAPE commercialisation, with a focus on England and relevant insights for devolved nations.

To fulfil these aims, LSE has commissioned Oxentia Ltd to support the consortium in the delivery of the project work packages:

- WP1: Literature Review
- WP2: Survey, interviews and focus groups with the UK HEP sector
- WP3: Report and development of a decision-making tool.

The outputs and findings from these activities will be disseminated by the consortium via a launch event in April 2025, and through a newly created webpage.

About this Slide Deck

- This slide deck is an output from WP2 and shares the analysis of the survey results. Data has been aggregated and anonymised, in accordance with the privacy and confidentiality statement from the survey.
- The page headings from the survey are repeated in this slide deck; we have included the instruction text participants would have seen on that page on the slides, to provide full context for any answers.
- The survey was open from 12 December to 22 January. In total, we received 56 responses, of which 52 were used for this analysis:
  - 3 were removed because they did not complete beyond the first page)
  - 1 was a duplicate
  - 1 respondent answered “I don’t know” to everything (but we kept the answers)
- We have not looked at the statistical significance of the responses in our analysis.

Limitations and warnings

- Questions where the wording could produce misleading results
  - Q3 and Q4
    - Respondents could indicate if they were replying as an individual or institution. Subsequent questions asked them to answer “if you are responding as an individual…” Still, some people answering as institutions also replied to this question. To correct this, we omitted answers from in those charts
  - Q7
    - The question asked about staff, “Roughly how many FTE across your institution primarily (>50% time) support commercialisation activities? (Across all disciplines. Please provide your best guess.)”
    - Answer options were overlapping: 1-5; 5-10; 10-15; etc. Respondents with 5 staff (for example) could have chosen 1-5 or 5-10.
  - Q13 and Q14
    - The question asked respondents to estimate % of active commercialisation portfolio and % of research/ academic activity from SHAPE, with the wording “Your best estimate or enter 0” (in order to ensure the question was answered).
    - Some 0 responses could be because they spend no % of time on those activities or because they don’t know. We therefore excluded all 0s from the analysis.

- Subgroup analysis and sample size
  - This slide deck includes subgroup analysis, cross-referencing the answers to certain questions by KEF cohorts, ASPECT, or comparing answers from two different questions.
  - These results should be analysed carefully, as with only 52 responses in total, the N per subgroup may be very small, making it difficult to draw conclusions.
  - Still, we believe that combining these data with a literature review, focus groups, and expert opinions can provide valuable insights.

- Multiple responses per university
  - 45 universities are represented in this analysis. Six of these universities have responses from 2 or 3 individuals (see Q1 results).
  - We have not attempted to consolidate the data into a single response per university but have left these as individual data points.
  - This could potentially skew findings on questions where results are presented as absolute numbers. However, we believe that in most cases this should not have a major effect on the findings.

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1. Introduction

Introduction page text

Below is the text that participants read upon arriving at the survey.

Thank you for participating in our survey. Your feedback is important.

The aim of this survey is to gather feedback from higher education providers (HEPs), about the needs and opportunities for developing a shared approach to supporting commercialisation of SHAPE (Social Sciences, Humanities, and the Arts for People and the Economy). Specifically, this survey is aimed at those who have some responsibility for SHAPE commercialisation and/or innovation at their university. This could include setting strategy, influencing policy, supporting commercialisation activities, encouraging knowledge exchange from SHAPE disciplines, etc. We also seek input from HEPs who do not yet offer SHAPE commercialisation/innovation support, but wish to do more in this space.

This survey is only intended for English HEPs. We will be holding focus groups with HEPs from the devolved nations in January 2024. If you would like to participate in a focus group, please contact sophie.flammer@oxentia.com.

About the project

The London School of Economics and Political Science (LSE), with the Royal College of Art, University of Bristol, University of Leicester, and University of Lancaster, was awarded a Connecting Capability Fund Research England Development (CCF-RED) pilot grant for the project 'Creating the evidence base for shared TTO needs and opportunities in supporting SHAPE spinouts'. This project seeks to test the value proposition for shared Technology Transfer Office (TTO) models for supporting SHAPE commercialisation. It will do so through several activities to gather insights and inputs (literature review, survey, interviews, and focus groups). The outputs and findings from these activities will be disseminated by the consortium via a launch event in April 2025, and through a report and new webpage.

About the survey

The survey is structured around 6 topics and should take approximately 15-20 minutes to complete (depending on how many of the optional questions you answer).

1. Introduction (this page)
2. About you
3. Your HEP's approach to commercialisation
4. SHAPE-specific support at your HEP
5. Thoughts on different sharing models
6. Anything else you'd like to share

You may respond to this survey either as an individual or work with colleagues to complete an institutional response. Although we would love to hear from respondents about all sections, you will be able to skip or select "Don't Know" for some questions. Should you wish to pause and return to the survey, cookie-enabled browsers should save your responses after each page, however we recommend completing the survey in one go if possible.

We ask that you please complete the survey by close of day on **Wednesday 15th January**. If you have any questions, contact sophie.flammer@oxentia.com or britta.wyatt@oxentia.com.

Privacy Policy - how we use your data

All personal data will be treated in accordance with the Data Protection Act 2018 and UK GDPR. LSE is responsible for your personal data and is the designated 'data controller' for the research being conducted through this survey, and Oxentia Ltd has been appointed by the LSE as the 'data processor' for the purpose of this survey. This data will be collected and analysed by the Oxentia team, under the oversight of the project consortium, and all necessary steps will be taken to ensure that the data is collected and stored in a GDPRcompliant manner.
https://www.lse.ac.uk/lse-information/privacy-policy

Survey results will be disseminated in a public-facing report at the end of the project. Unless you have given us specific permission, your answers will be reported anonymously and will not be attributed to you or your organisation without prior consent. Reporting may be done at the KEF cluster NUTS1 regional level, with low numbers suppressed/rounded to preserve anonymity if required.

Consent

By clicking "Next" you are indicating that you have read the description of the survey, and that you agree to the terms as described.

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2. About You

Q1: Name of University

Answered: 52   Skipped: 0

We had **52 usable answers** from **45 Universities**

University Name	# Responses	%
Anonymised	3	5.8%
Anonymised	2	3.8%
Anonymised	2	3.8%
Anonymised	2	3.8%
Anonymised	2	3.8%
Anonymised	2	3.8%
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Anonymised	1	1.9%

Q1 & KEF: Name of University

Answered: 52 Skipped: 0

Cluster	# Univs in the Cluster	# of answers per cluster	# of unique universities answering	% of universities represented
ARTS	26	6	5	19%
E	33	13	12	36%
J	14	5	5	36%
M	18	4	4	22%
STEM	12	3	3	25%
V	18	11	8	44%
X	18	10	8	44%
Total	**139**	**52**	**45**	**32%**

This survey includes responses from 45 of the 139 UK universities, with all KEF clusters represented. Clusters **V and X** have the **highest representation** (44%), while the **ARTS** cluster is the **least represented**, with only 19% of its universities responding.

Q1 & Size: Name of University

Answered: 52 Skipped: 0

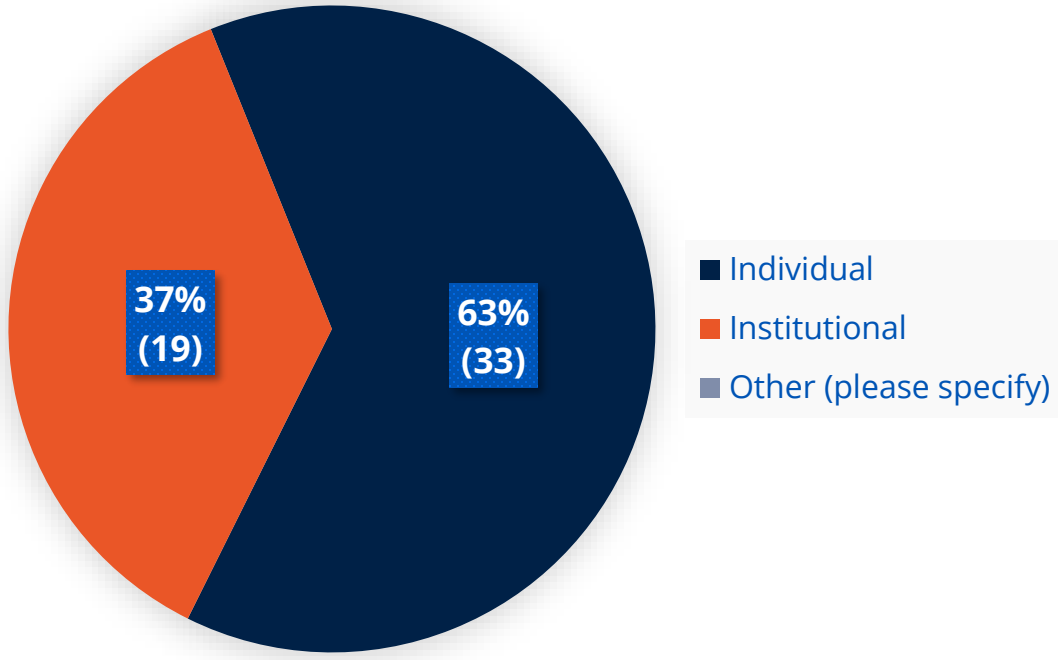
Cluster	# of answers per cluster	# of unique universities answering
Big (x>1500)	19	15
middle (500<x<1500)	16	14
Small (x<500)	17	16
Total	**52**	**45**

To estimate the size of the universities, we used 2023–2024 HESA data on staff full-time equivalents (FTE), excluding atypical staff.
We then grouped universities as “**big**” (more than 1,500 staff), “**medium**” (501–1,500 staff), and “**small**” (500 or fewer staff).

Q2: Are you responding as an individual or on behalf of your institution?

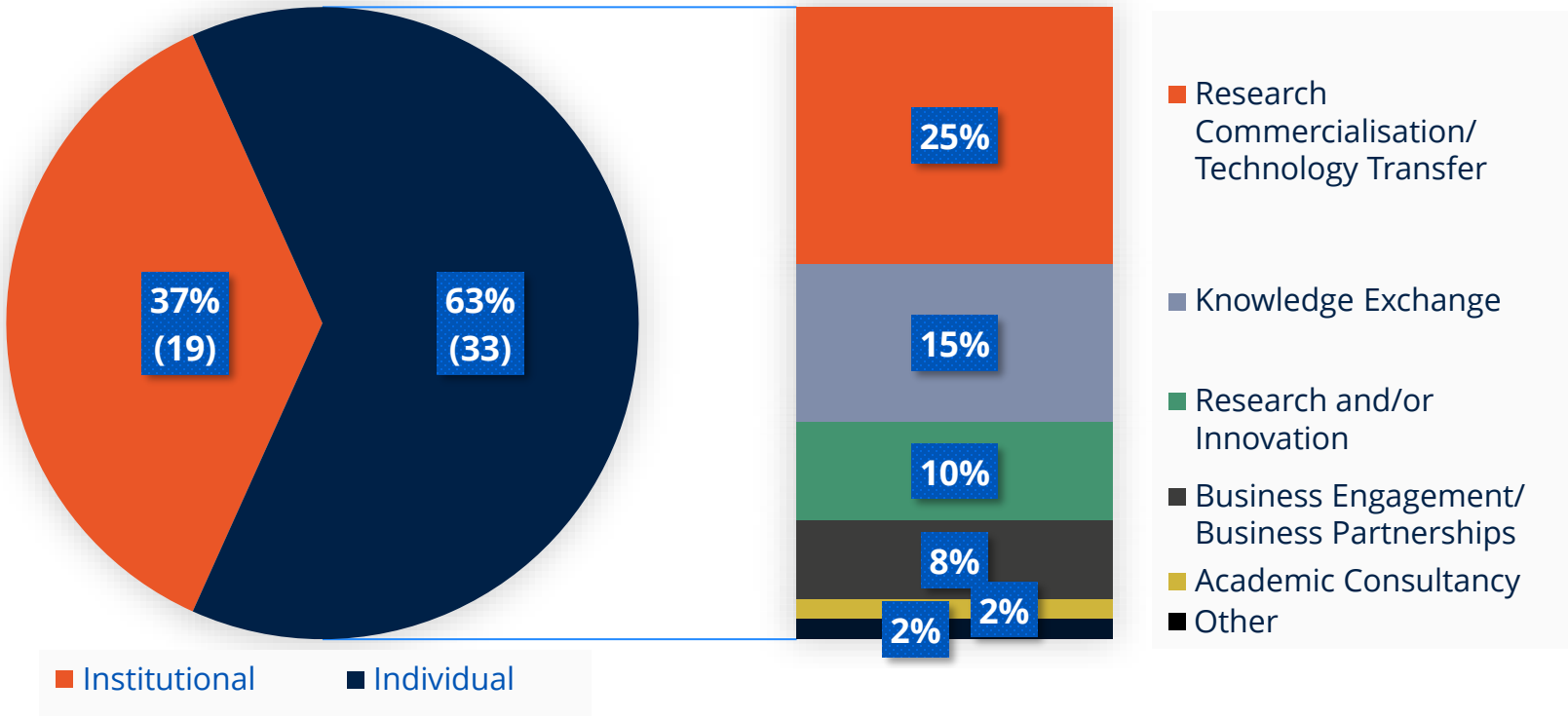
Answered: 52 Skipped: 0

63% are responding as **individuals**, while **37%** as **institutions**



Q3: If you are responding as an individual, which most closely describes your primary area of work?

Answered: 32 Skipped: 20 (1 individual skipped)



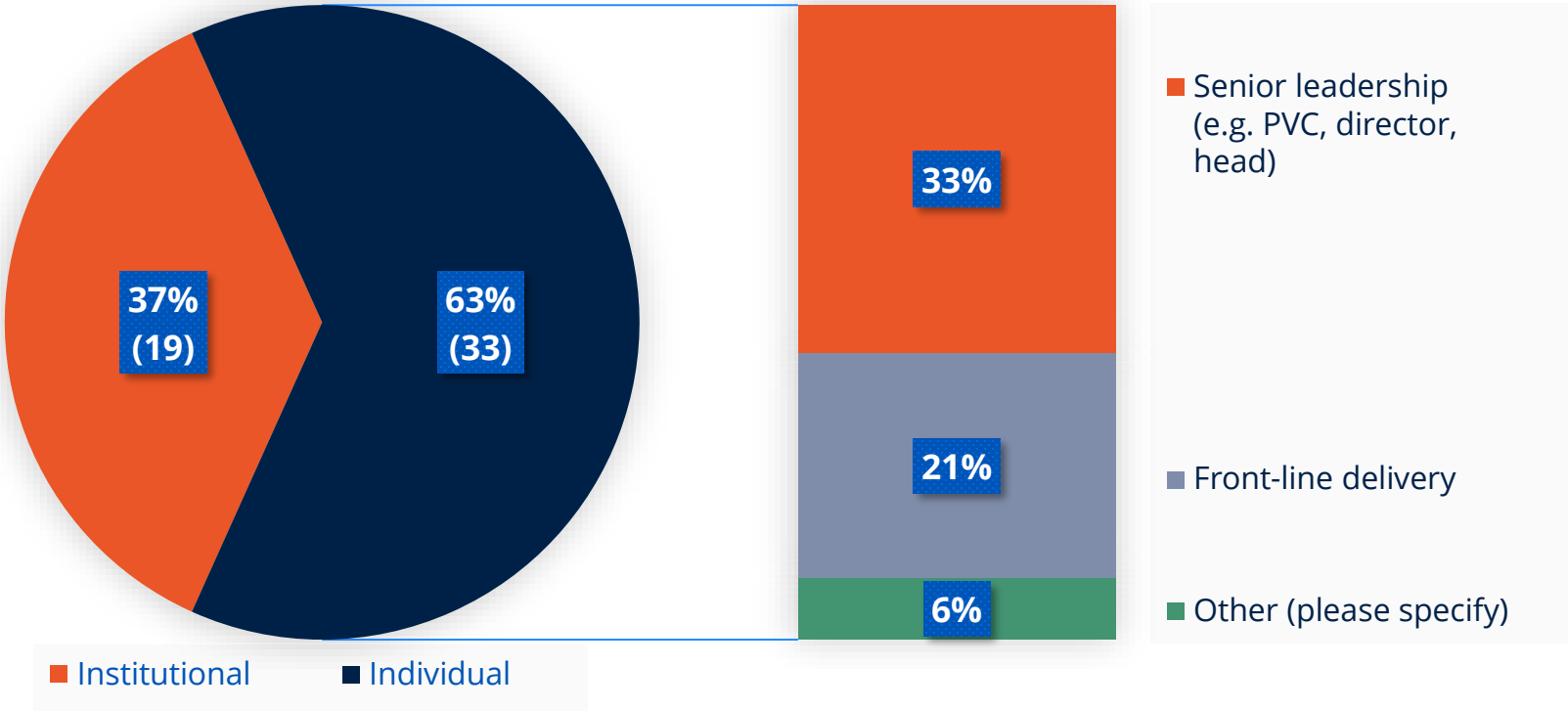
ANSWER CHOICES	% (out of 52 total answers)	% (out of 32 individuals answering)	#
Research Commercialisation/ Technology Transfer	25%	41%	13
Knowledge Exchange	15%	25%	8
Research and/or Innovation	10%	16%	5
Business Engagement/ Business Partnerships	8%	13%	4
Academic Consultancy	2%	3%	1
Other (Dean - Research, Innovation and Knowledge Exchange of Faculty of Business and Law)	2%	3%	1
Student Enterprise/ Student Entrepreneurship	0%	0%	0
Research Impact	0%	0%	0
TOTAL	**62%**	**100%**	32

Among the **individuals**, most work in **Research Commercialisation / Technology Transfer** and **Knowledge Exchange***

* This only includes analysis of those who indicated they were answering an individual (3 other responses were removed)

Q4: If you are responding as an individual, which of the following most closely describes your position?

Answered: 31 Skipped: 21 (2 individuals skipped)



ANSWER CHOICES	% (out of 52 total answers)	% (out of 32 individuals answering)	#
Senior leadership (e.g. PVC, director, head)	33%	55%	17
Front-line delivery	21%	35%	11
Other (Professional services)	2%	3%	1
Other (Centre Manager)	2%	3%	1
Other (Both leadership and front-line delivery)	2%	3%	1
TOTAL	**60%**	**100%**	31

55% of the **individuals** hold a **Senior Leadership** position*

* This only includes analysis of those who indicated they were answering an individual (3 other responses were removed)

Q5: May we contact you if we have any questions about your survey responses? If yes, please provide contact details.

Answered: 46 Skipped: 6

46 respondents provided contact details.

This information may be shared with the Operations Group for analysis purposes but cannot be distributed any more widely.

Survey results will be reported in aggregate and will remain anonymous unless permission is given first.

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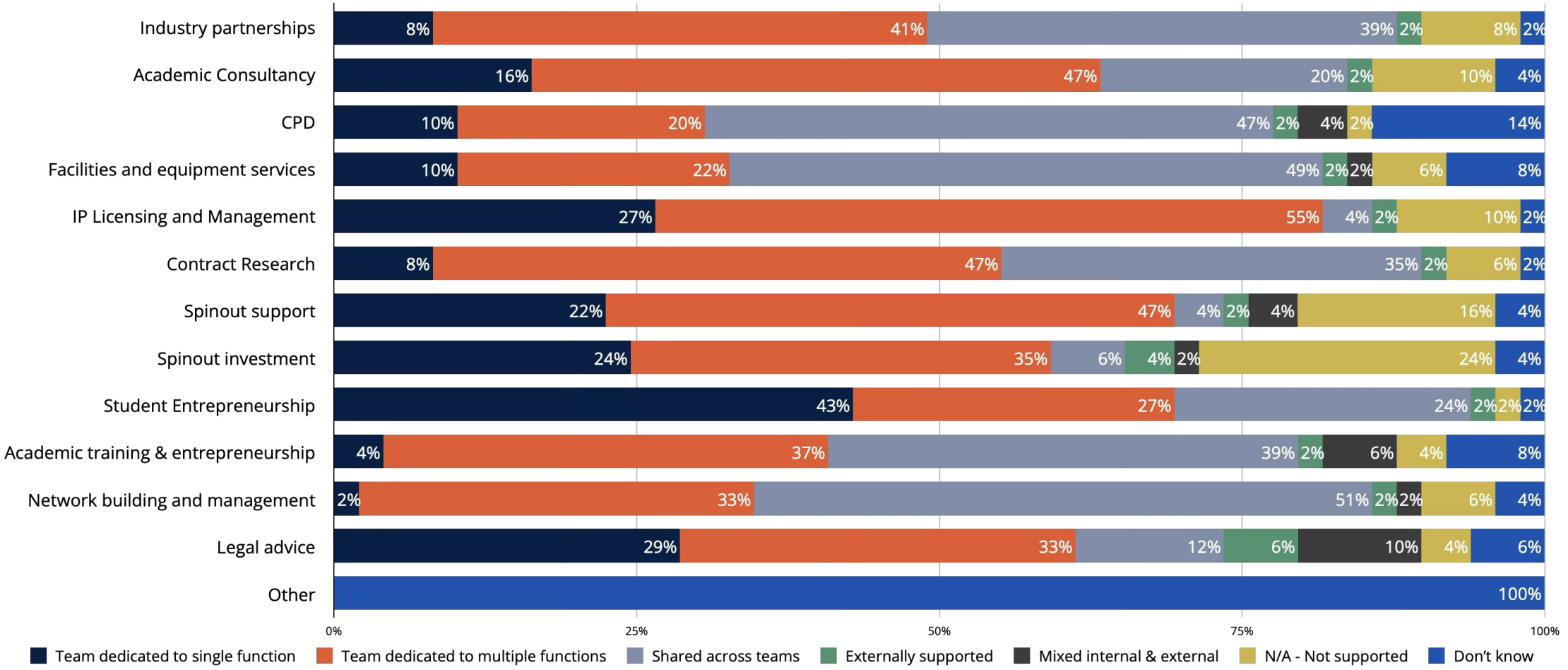
3. Your approach to commercialisation

This section of the survey will help us understanding your institution's existing commercialisation function and capacity, across all disciplines. (On the next page, we will ask more about your SHAPE-specific support.) If you are unable to answer these questions, please select "Don't know" and proceed to the next question.

For this survey, we are using the UKRI definition of commercialisation: "as the process by which new or improved technologies, products, processes and services that have arisen from research are brought to market." Please note that we are only interested in commercialisation activity by staff / researcher-led projects (rather than students or alumni).

Q6: Team structure. How does your institution primarily support the following commercialisation and related activities? (Across all disciplines.)

Answered: 49 Skipped: 3



Q6: Team structure. How does your institution primarily support the following commercialisation and related activities? (Across all disciplines.)

Answered: 49 Skipped: 3

	Team dedicated to single function		Team dedicated to multiple functions		Shared across teams		Externally supported		Mixed internal & external		N/A - Not supported		Don't know		Total
Industry partnerships	8%	4	41%	20	39%	19	2%	1	0%	0	8%	4	2%	1	49
Academic Consultancy	16%	8	47%	23	20%	10	2%	1	0%	0	10%	5	4%	2	49
CPD	10%	5	20%	10	47%	23	2%	1	4%	2	2%	1	14%	7	49
Facilities and equipment services	10%	5	22%	11	49%	24	2%	1	2%	1	6%	3	8%	4	49
IP Licensing and Management	27%	13	55%	27	4%	2	2%	1	0%	0	10%	5	2%	1	49
Contract Research	8%	4	47%	23	35%	17	2%	1	0%	0	6%	3	2%	1	49
Spinout support	22%	11	47%	23	4%	2	2%	1	4%	2	16%	8	4%	2	49
Spinout investment	24%	12	35%	17	6%	3	4%	2	2%	1	24%	12	4%	2	49
Student Entrepreneurship	43%	21	27%	13	24%	12	2%	1	0%	0	2%	1	2%	1	49
Academic training & entrepreneurship	4%	2	37%	18	39%	19	2%	1	6%	3	4%	2	8%	4	49
Network building and management	2%	1	33%	16	51%	25	2%	1	2%	1	6%	3	4%	2	49
Legal advice	29%	14	33%	16	12%	6	6%	3	10%	5	4%	2	6%	3	49
Other	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	100%	5	5
Other (please specify)															4

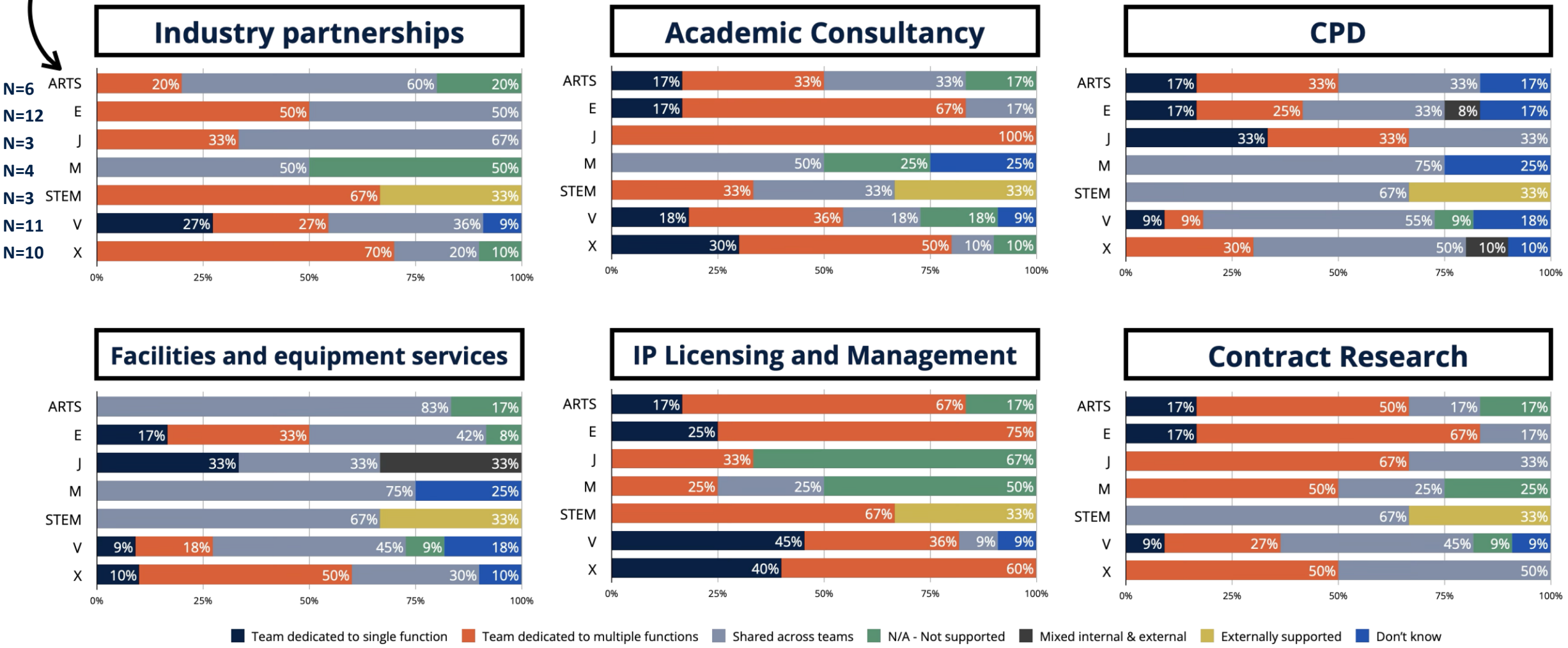
Other (please specify):

- No in-house patent attorney support; sourced externally.
- As a small institution, we struggle with a number of these functions. Teaching and Research (including REF related work) takes up all our time and support resources.
- N/A answers are mostly due to the fact that the institution does not have a track record in those areas
- Priority IP commercialisation projects and any University projects having some crucial aspects related to IP (incl. legal, external negotiation, partnership) are handled by IP Commercialisation team. However, the administrative support on the legal agreement drafting is completed by Legal Services within the Institution on the advice of IP Commercialisation team. Also, other non-IP specific supports are delivered by other teams in research and knowledge exchange support functions.

Q6 & KEF: Commercialisation Support per KEF Cluster

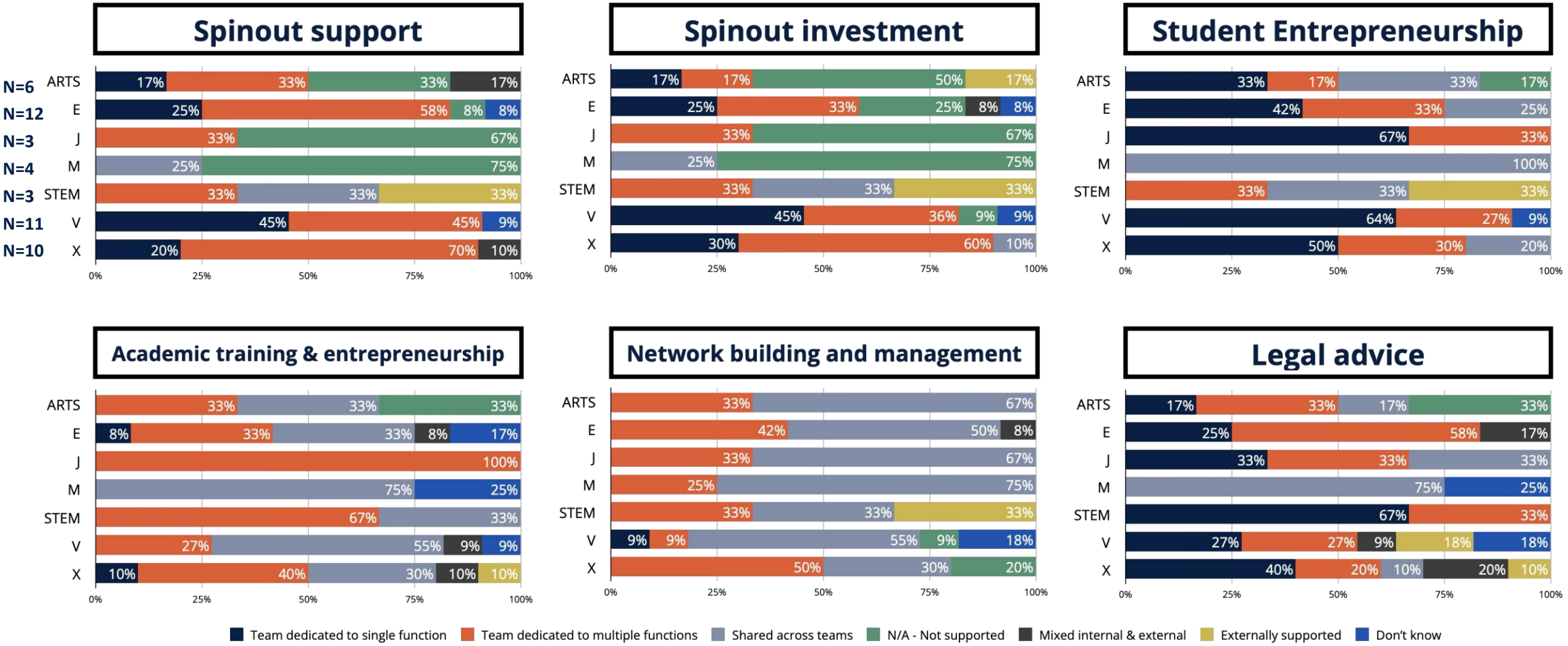
Answered: 49 Skipped: 3

How should this be read?
In the Arts KEF cluster, 20% of responses indicate that Industry Partnership activities are primarily supported by their institution through a team dedicated to multiple functions, 60% through teams shared across functions, and 20% with no dedicated support.



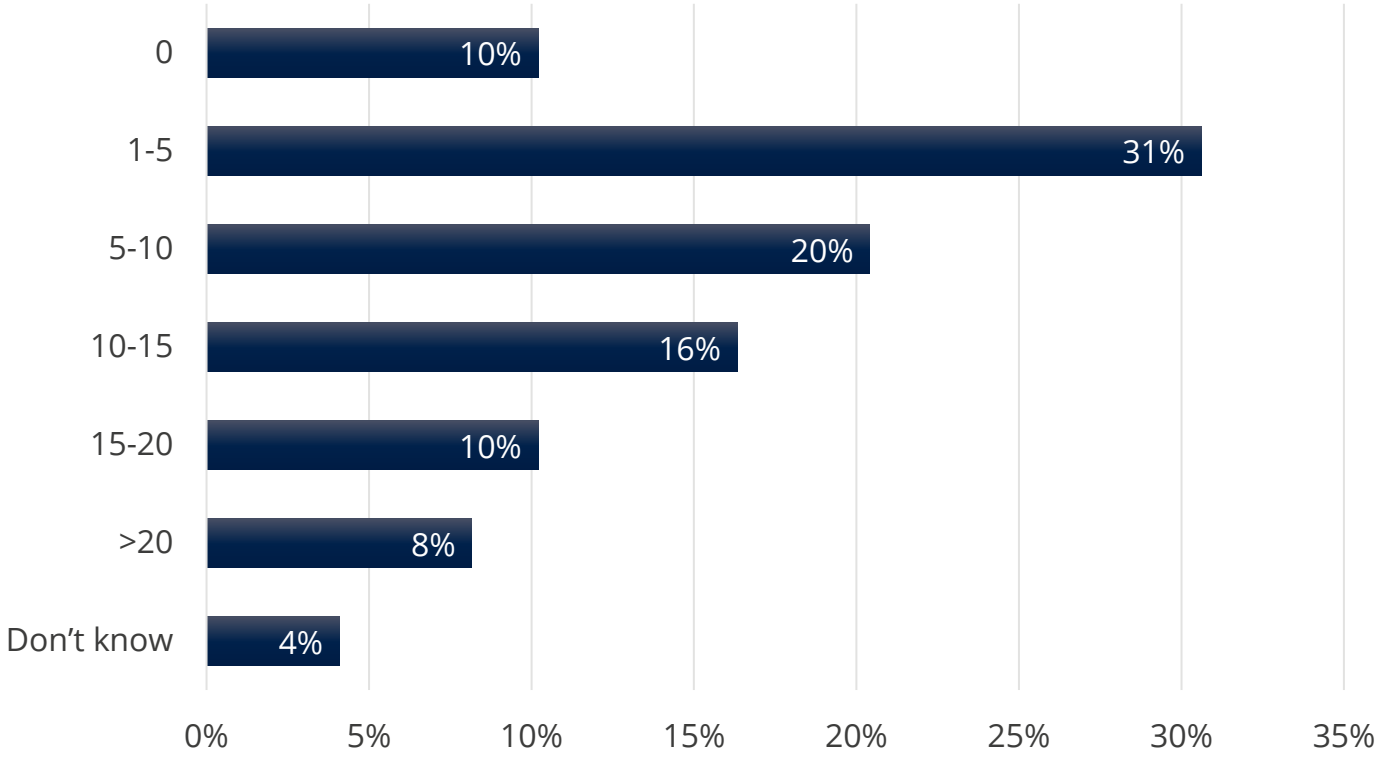
Q6 & KEF: Commercialisation Support per KEF Cluster

Answered: 49 Skipped: 3



Q7: Staff. Roughly how many FTE across your institution primarily (>50% time) support commercialisation activities? (Across all disciplines. Please provide your best guess.)

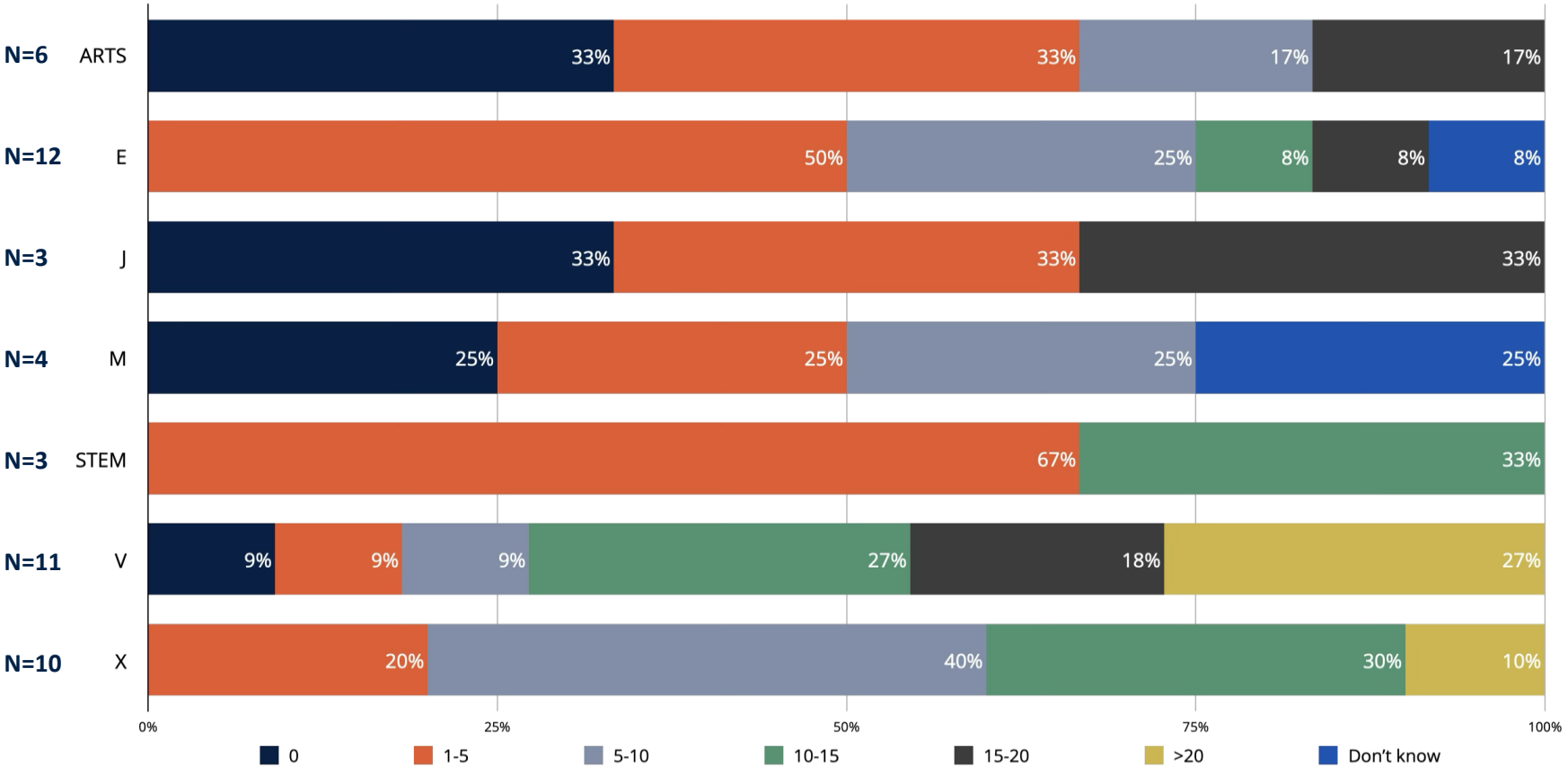
Answered: 49 Skipped: 3



ANSWER CHOICES	%	#
0	10.20%	5
1-5	30.61%	15
5-10	20.41%	10
10-15	16.33%	8
15-20	10.20%	5
>20	8.16%	4
Don’t know	4.08%	2
TOTAL		49

Q7 & KEF: FTE across your institution primarily (>50% time) supporting commercialisation activities by KEF Clusters

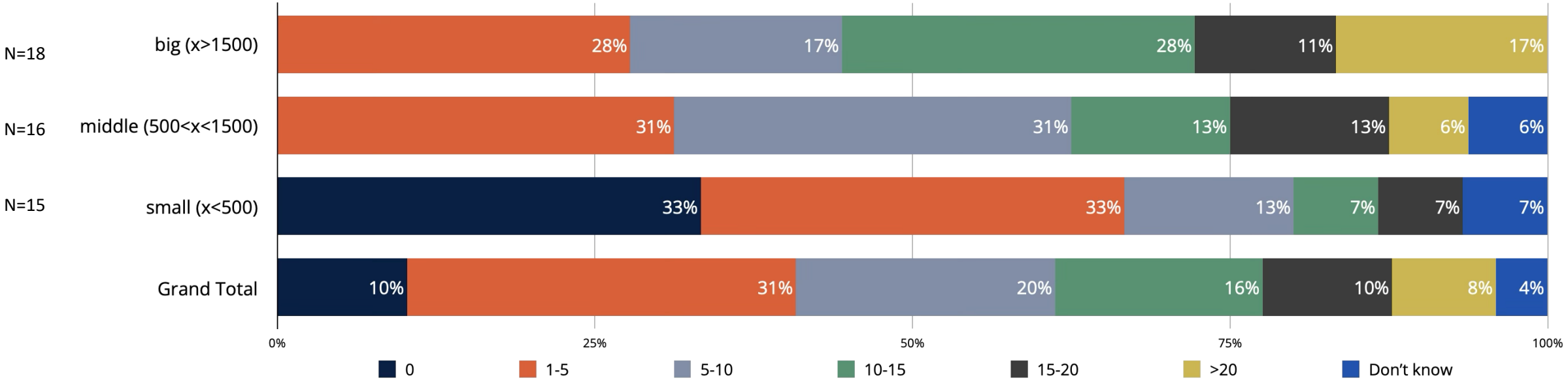
Answered: 49 Skipped: 4



Universities in the **KEF V** cluster appear to have the **largest** teams supporting commercialisation activities, while those in the **Arts KEF** cluster have the **smallest.**

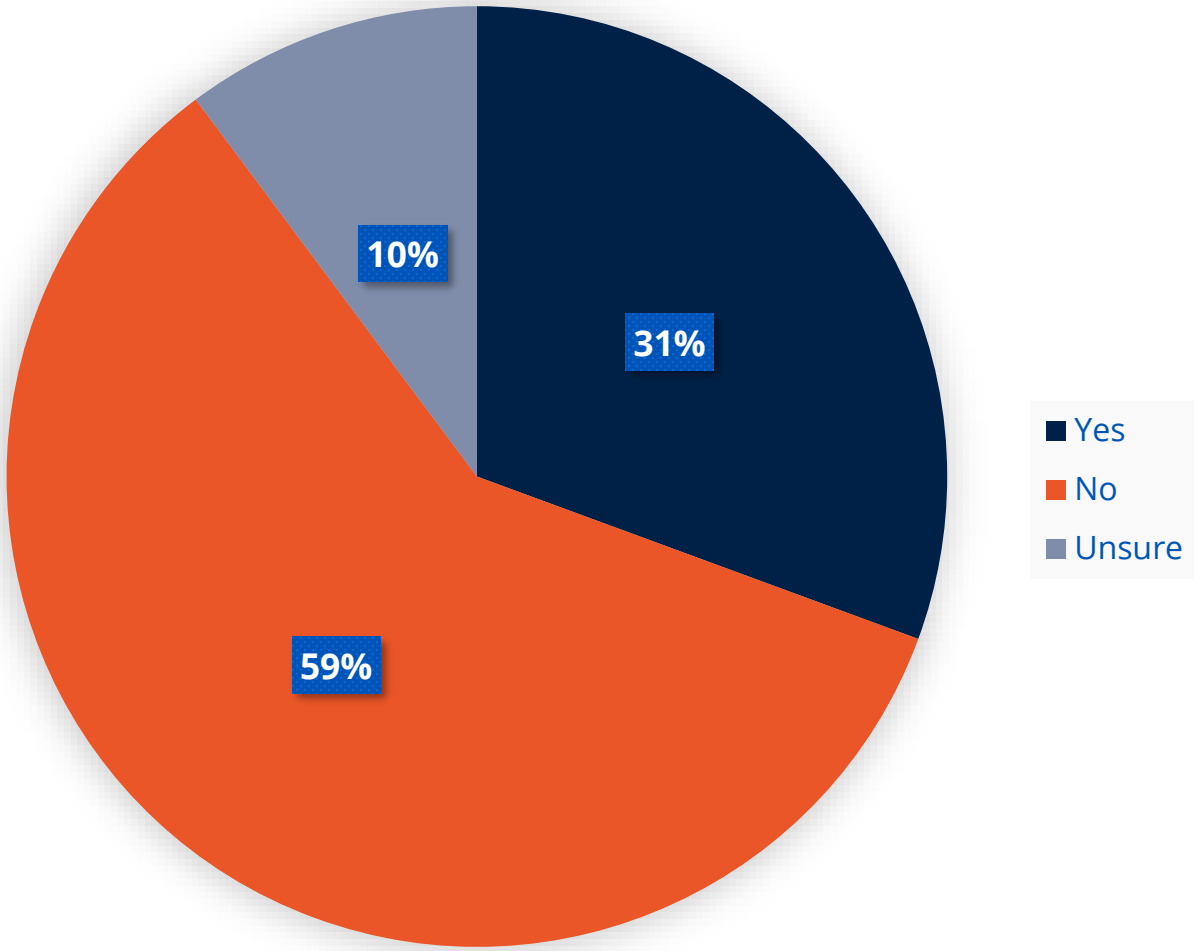
Q7 & Size: FTE across your institution primarily (>50% time) supporting commercialisation activities by Size

Answered: 49 Skipped: 4



Q8: SHAPE Staff. Do you have any staff primarily (>50% of time) dedicated to SHAPE commercialisation?

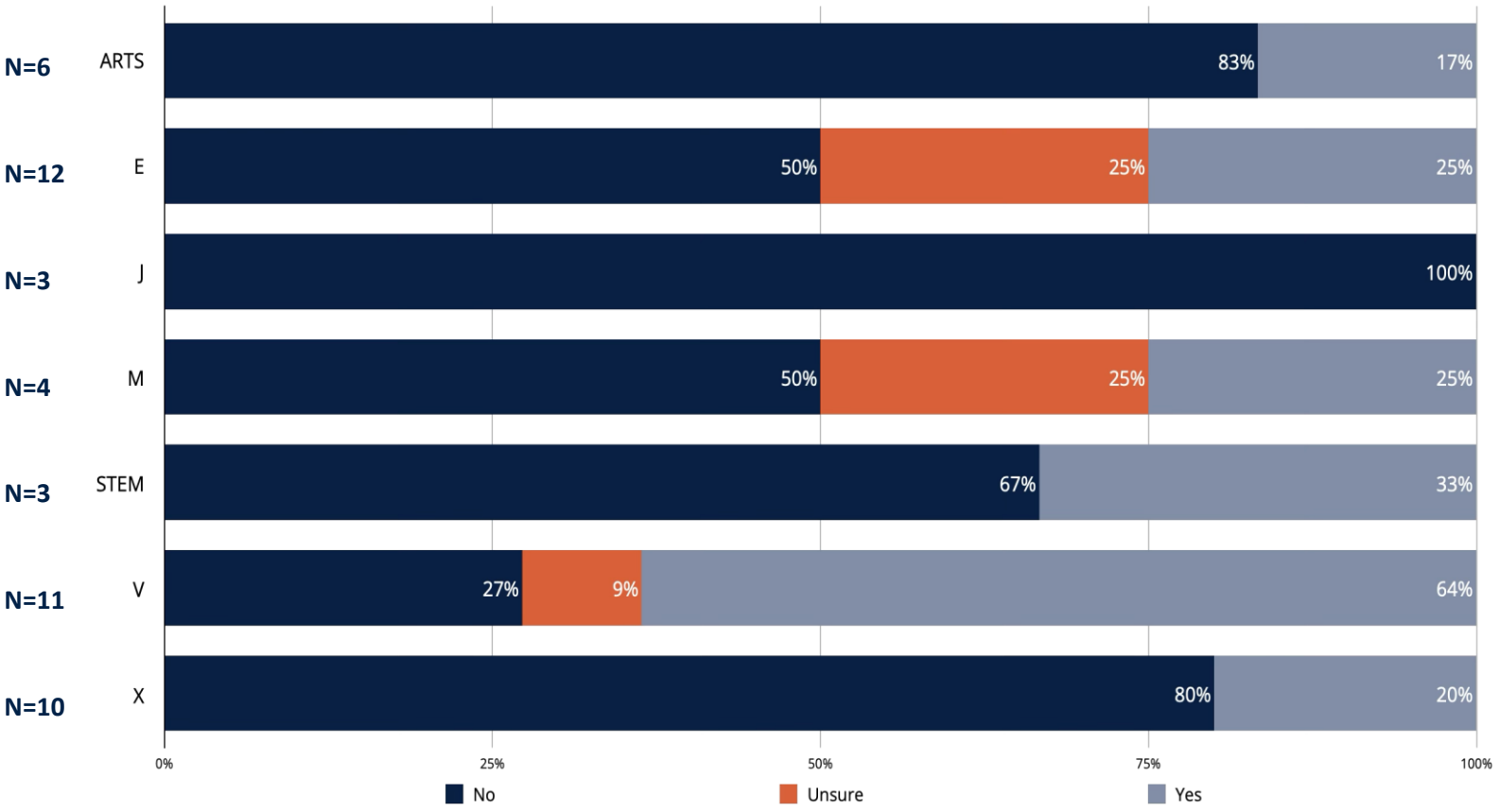
Answered: 49 Skipped: 3



ANSWER CHOICES	%	#
Yes	31%	15
No	59%	29
Unsure	10%	5
TOTAL		49

Q8 & KEF: SHAPE Staff. Do you have any staff primarily (>50% of time) dedicated to SHAPE commercialisation? Per KEF Cluster

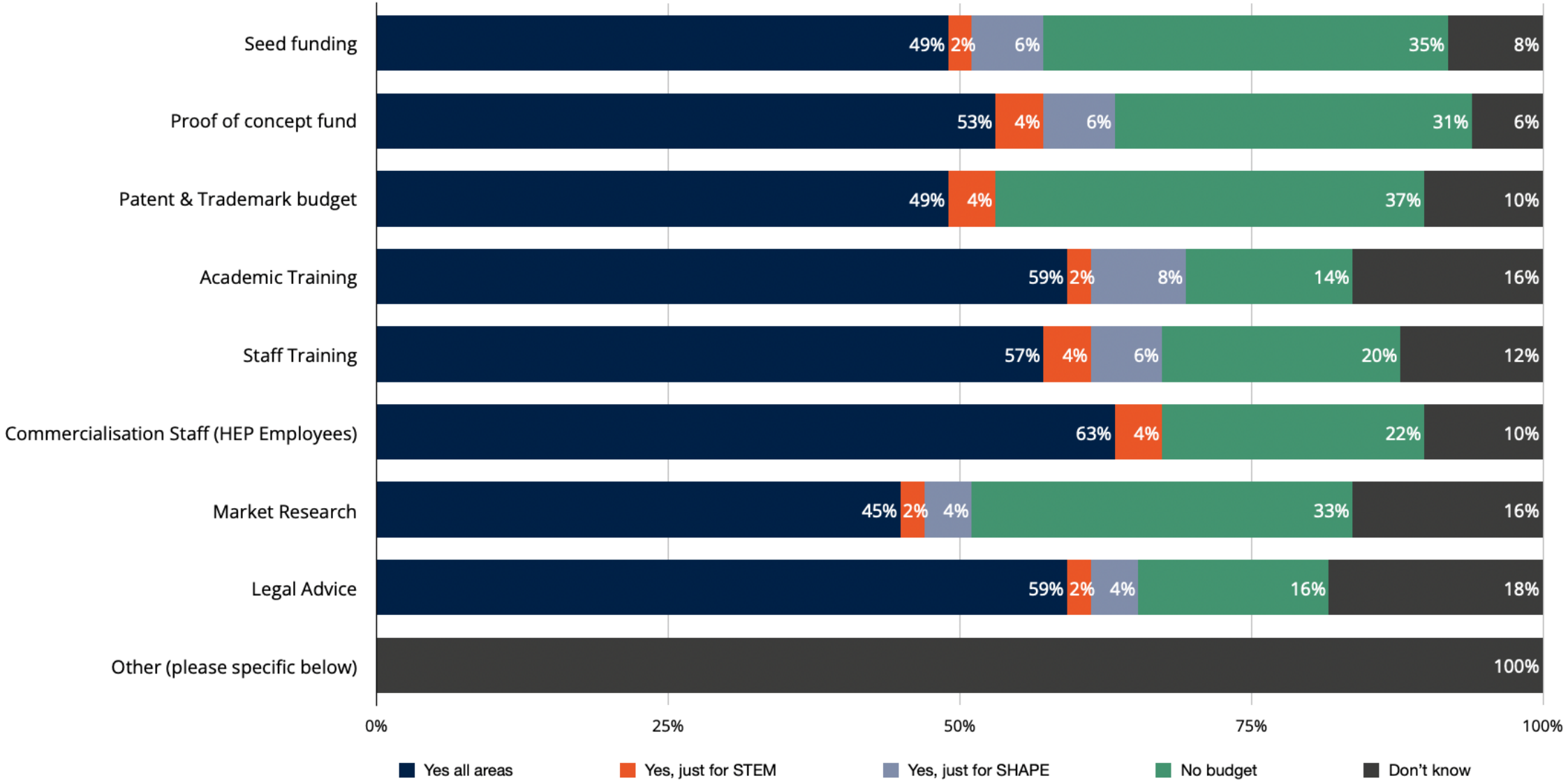
Answered: 49 Skipped: 3



Universities in the **KEF V** cluster are more likely to have staff primarily dedicated to SHAPE commercialisation, while those in the **KEF J** cluster have no staff primarily dedicated to this.

Q9: Budget. Do you have any dedicated budget to support the following activities?

Answered: 49 Skipped: 4



Q9: Budget. Do you have any dedicated budget to support the following activities?

Answered: 49 Skipped: 4

	Yes all areas		Yes, just for STEM		Yes, just for SHAPE		No budget		Don't know		Total
Seed funding	48.98%	24	2.04%	1	6.12%	3	34.69%	17	8.16%	4	49
Proof of concept fund	53.06%	26	4.08%	2	6.12%	3	30.61%	15	6.12%	3	49
Patent & Trademark budget	48.98%	24	4.08%	2	0.00%	0	36.73%	18	10.20%	5	49
Academic Training	59.18%	29	2.04%	1	8.16%	4	14.29%	7	16.33%	8	49
Staff Training	57.14%	28	4.08%	2	6.12%	3	20.41%	10	12.24%	6	49
Commercialisation Staff (HEP Employees)	63.27%	31	4.08%	2	0.00%	0	22.45%	11	10.20%	5	49
Market Research	44.90%	22	2.04%	1	4.08%	2	32.65%	16	16.33%	8	49
Legal Advice	59.18%	29	2.04%	1	4.08%	2	16.33%	8	18.37%	9	49
Other (please specific below)	0.00%	0	0.00%	0	0.00%	0	0.00%	0	100.00%	5	5
Other (please specify)											9

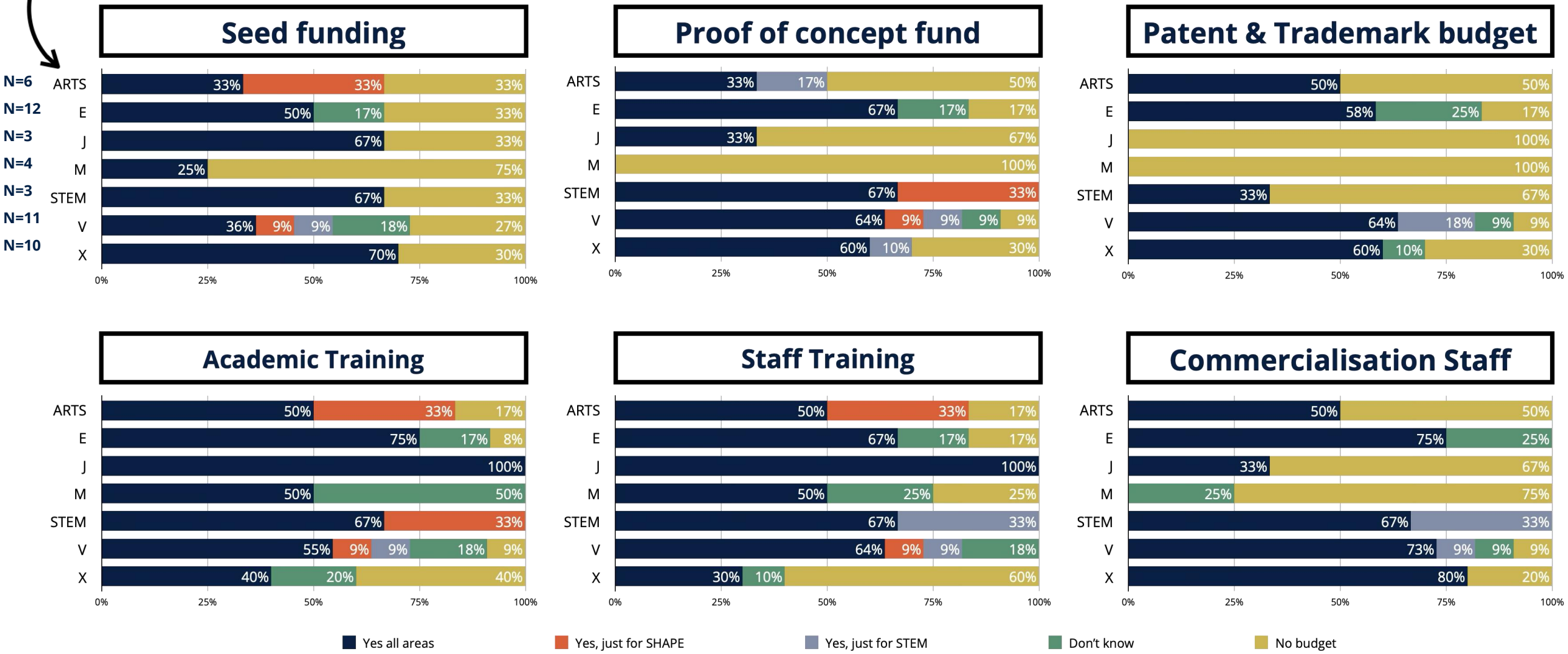
Other (please specify):

- VERY new and very small pot to support KE including: seed, proof of concept, market research
- Usually HEIF funded, small budget that needs to spread across all of the above areas.
- Funding is available across all areas but (as noted above) most of what happens at [UNVERSITY] is SHAPE. I have ticked 'all areas' since we do have some STEM subject representation.
- One limited budget across all areas. MR suffers most as it is tight
- Although I've ticked, 'yes' I understand its on a case by case basis and might support more than just individual spin outs, depending on Institutional need. Most approved spinouts receive a start up loan/ grant, funds permitting
- [COMMENT REMOVED FOR ANONYMITY]
- patent , market research and legal advice costs and spend as demand arises - no formal budget
- Internal schemes of Feasibility (£10k) and Follow-on-funding (£30k) are available open to all research ideas (irrespective of research domain), provided the idea/technology has commercial merit (in future). Specialised/customised Training on Commercialisation are provided by 'experienced' IP Commercialisation Staffs to internal professional and academics. In addition, academics are offered 'generalised business/spinout setup training' via Northern Accelerator consortium. Additionally, External IP Attorneys are availed to delivered 'IP protections (Patenting, trademark, copyright, trade secret, design right)' training for researchers and academics.
- We use some of our IAA funds to provide limited POC funding, other than Social Sciences where we have £100K (over 5 years) dedicated to support commercialisation (taken from our ESRC IAA fund).

Q9 & KEF: Dedicated budget to support activities per KEF cluster

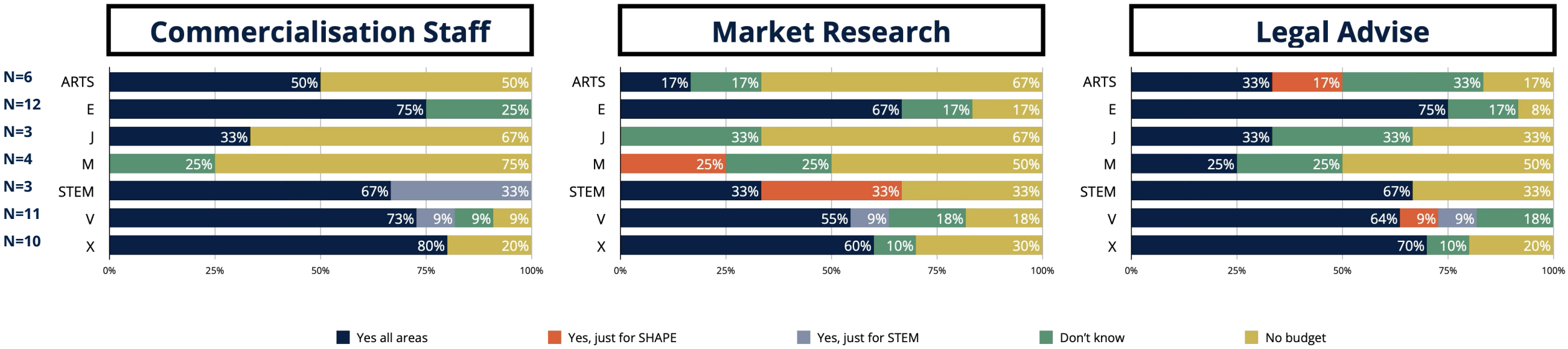
Answered: 49 Skipped: 3

How should this be read?
In the Arts KEF cluster, 33% of respondents have a budget for seed funding in all areas, 33% only for SHAPE, and 33% have no seed funding budget.



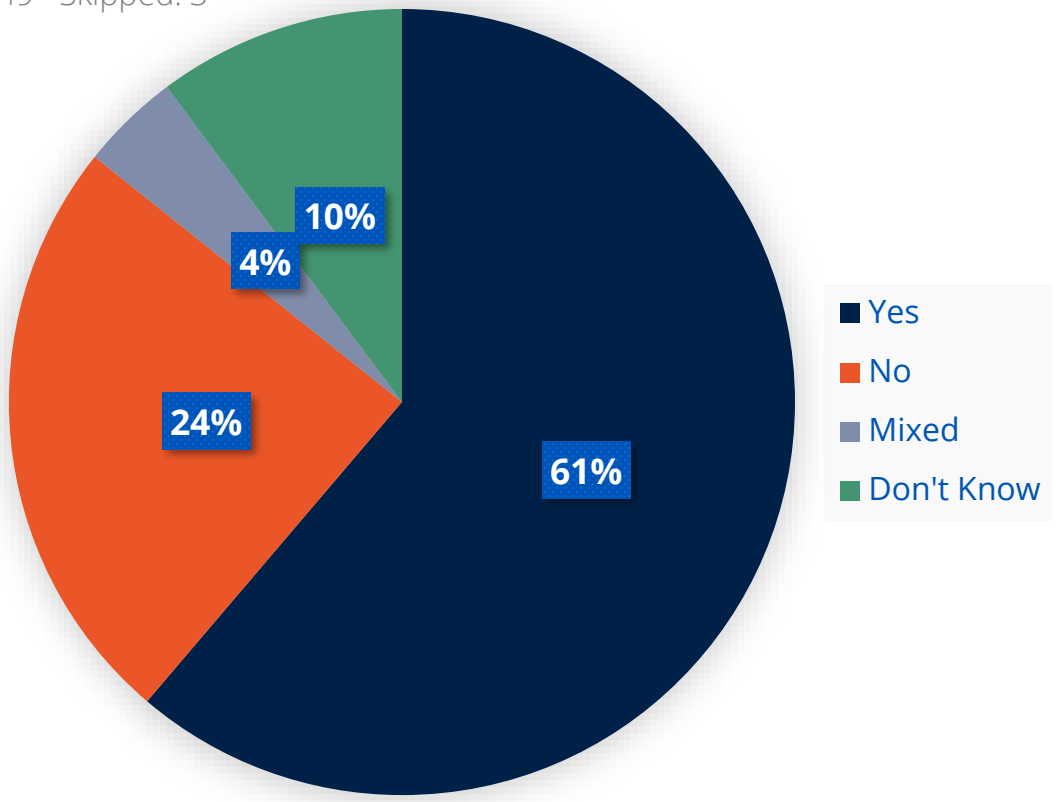
Q9 & KEF: Dedicated budget to support activities per KEF cluster

Answered: 49 Skipped: 3



Q10: How you define commercialisation. For your answers above about budget and staff, have you included consultancy and/or business engagement activities in these numbers?

Answered: 49 Skipped: 3



ANSWER CHOICES	%	#
Yes	61%	30
No	24%	12
Mixed	4%	2
Don’t Know	10%	5
TOTAL		49

Additional Comments:

- “The Research Office supports the management of the KE projects (contract research and KTPs) generated at the University”
- “Consultancy team of 3, Yes - business engagement, No as their remit is wider and they produce limited measurable contribution to commercialisation”
- “In the institution, consultancy and/or business engagement activities are 'not formally' considered as 'commercialisation activities' and are delivered by various teams in the Research and Innovation Services division. The above answers from the IP Commercialisation team's perspectives wherever applicable. However, the new approach initiated from FY 2023-24 by IP Commercialisation team is 'to identify and create repeatable/scalable' models/frameworks of certain consultancy and/or business engagement activities' to be maintained as 'commercial IP' worthy of commercialisation (similar to the usual STEM inventions).”

61% of respondents include consultancy and/or business engagement in their definition of commercialisation

OXENTIA

Oxford's Global
Innovation Consultancy

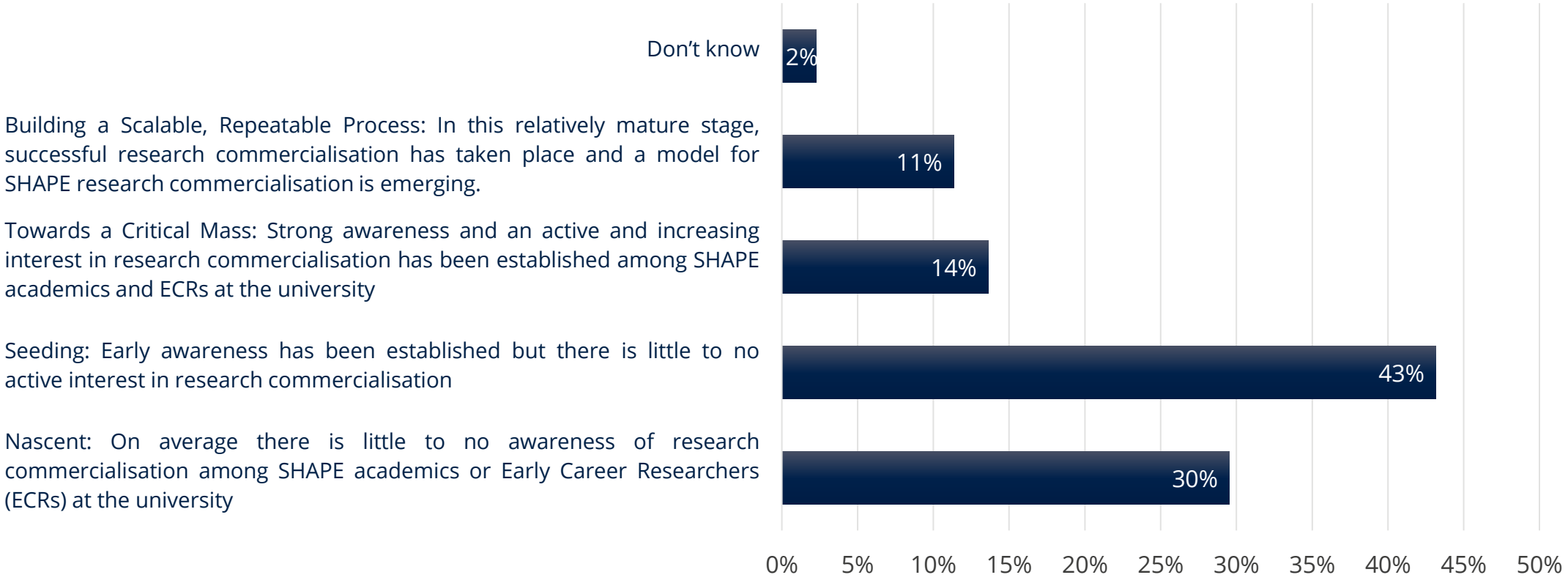
4. Your SHAPE-specific support

This section aims to understand the volume of SHAPE projects you currently support, your existing capacity and support offerings.

For this survey, we are using the UKRI definition of commercialisation: "the process by which new or improved technologies, products, processes and services that have arisen from research are brought to market." Please note that we are only interested in commercialisation

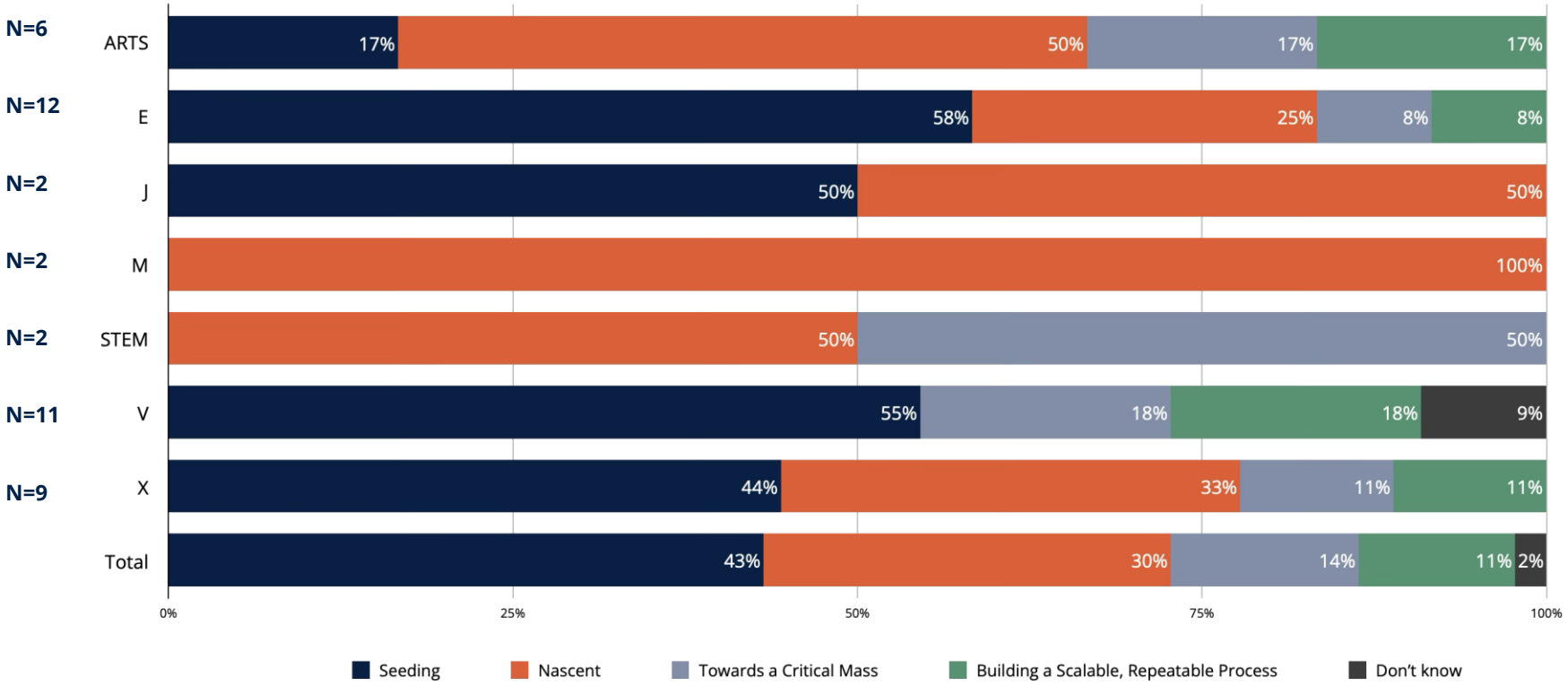
Q11: Which of the following most closely describes the maturity of SHAPE research commercialisation at your organisation?

Answered: 44 Skipped: 8



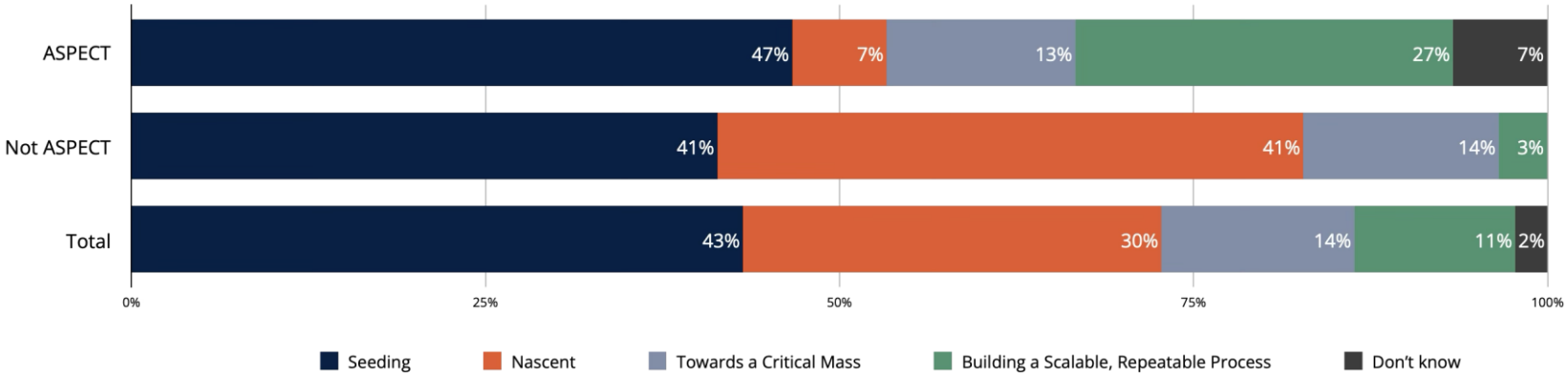
Q11 & KEF: Maturity of SHAPE research commercialisation per KEF Cluster

Answered: 44 Skipped: 8



Q11 & ASPECT: Maturity of SHAPE research commercialisation per ASPECT

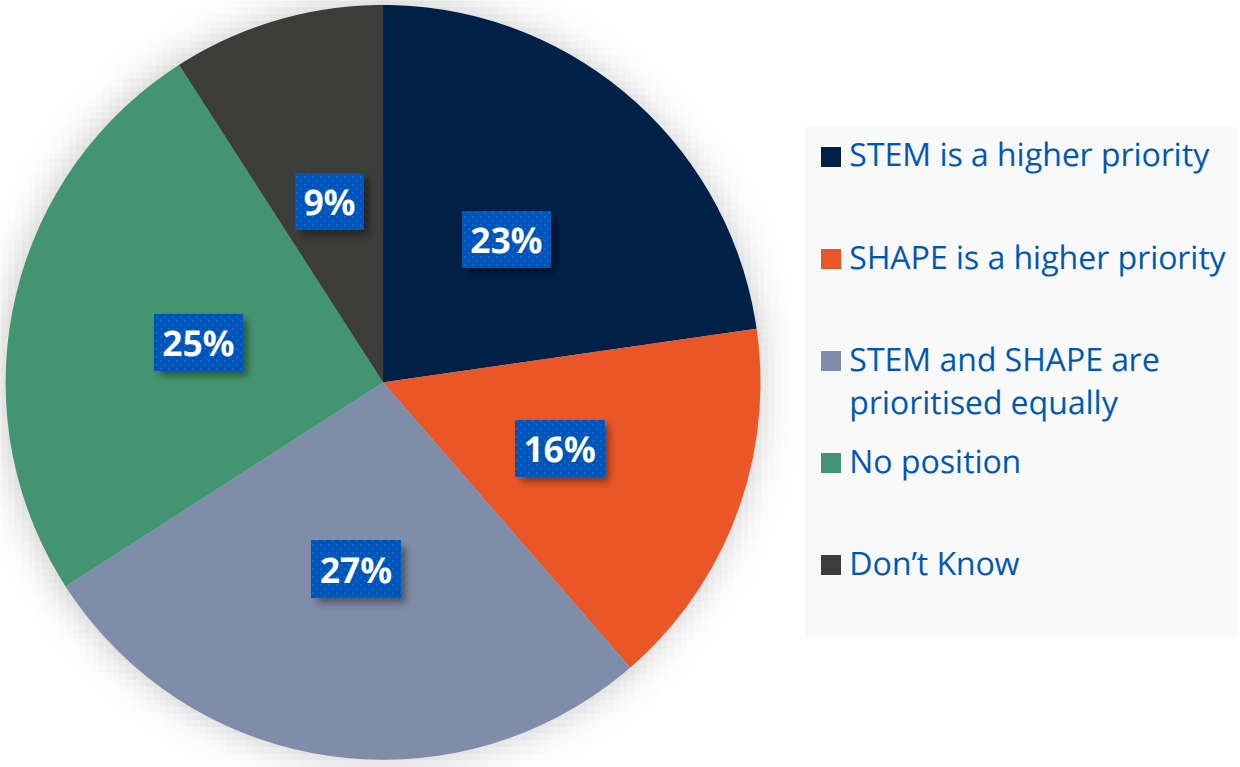
Answered: 44 Skipped: 8



ASPECT universities are more likely to be at the **"Building a Scalable, Repeatable Process"** stage, while **non-ASPECT** universities are more often at the **"Nascent"** stage.

Q12: What is your institution's position (formal or otherwise) on the prioritisation of SHAPE vs STEM?

Answered: 44 Skipped: 8



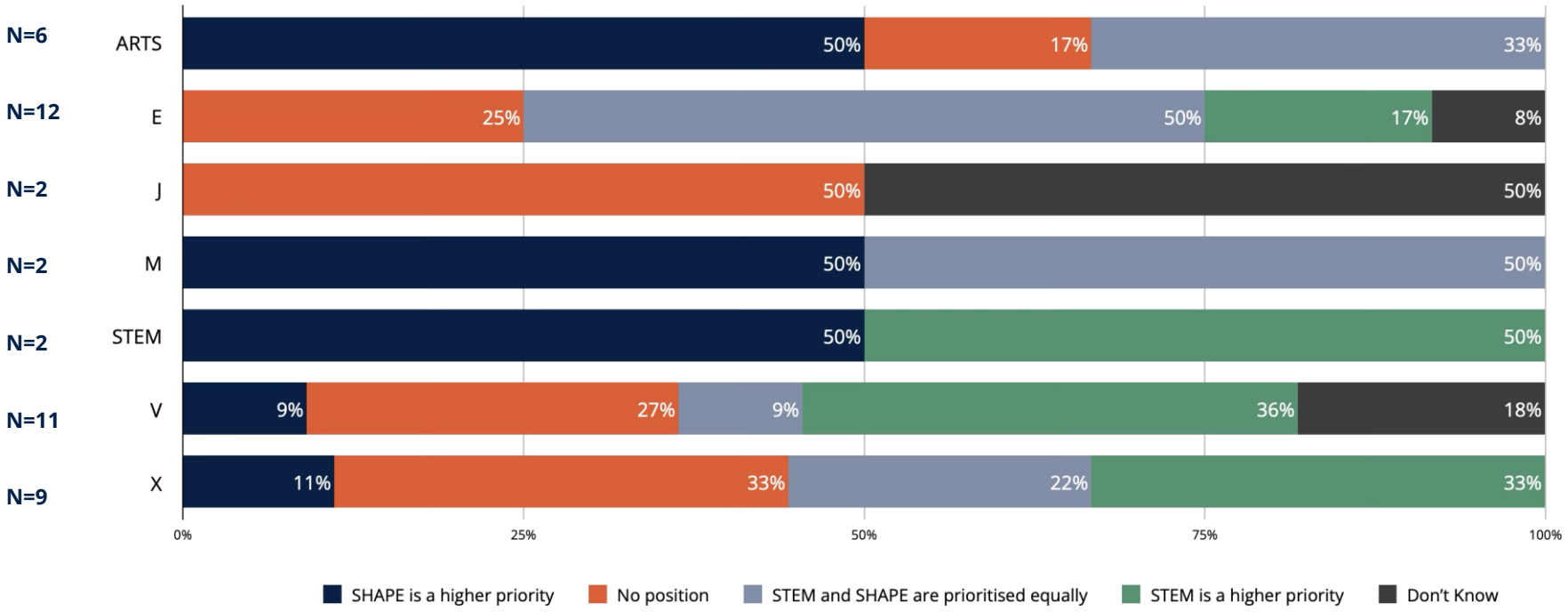
ANSWER CHOICES	%	#
STEM is a higher priority	23%	10
SHAPE is a higher priority	16%	7
STEM and SHAPE are prioritized equally	27%	12
No position	25%	11
Don't Know	9%	4
TOTAL		44

Additional Comments:

- We don't have a formal policy on this, but from the commercialisation team perspective, we do not support SHAPE based opportunities. This is driven by a number of factors, including the nature of our seed / PoC budget (typically EPSRC and BBSRC IAA accounts, and hence cannot be deployed on SHAPE based opportunities))
- Categorising STEM and SHAPE in this way isn't particularly useful. The majority of ventures we help commercialise have STEM and SHAPE dimensions to them.
- We are particularly strong in SHAPE and ensure we provide equal support to both SHAPE and STEM
- More by default than anything, academics are more aware and opportunities clearer
- This isn't really a formal position so much as a default one by virtue of the representation of disciplines here,
- Shape is the only priority. Snall and specialist institution
- We have to focus our limited staff on where there is more activity
- Any project is considered purely on 'commercial merit'. However, priority ones (that are oriented to large income return probability) are often STEM project ideas.

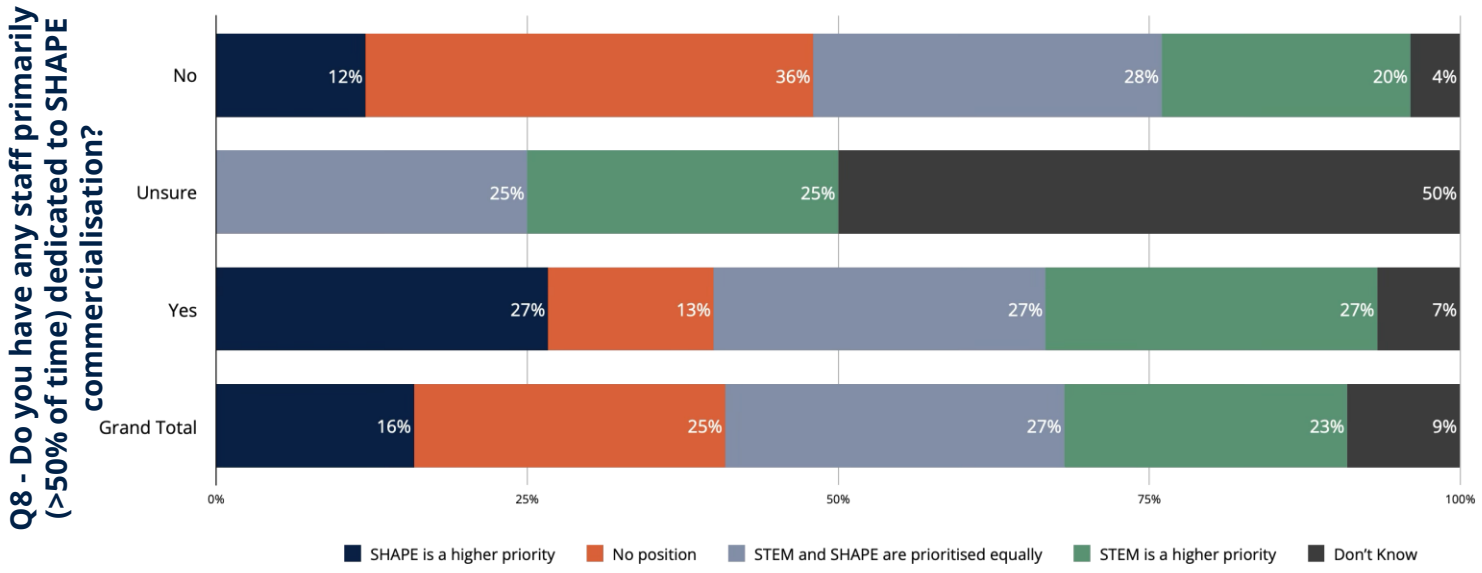
Q12 & KEF: What is your institution's position (formal or otherwise) on the prioritisation of SHAPE vs STEM? By KEF Cluster

Answered: 44 Skipped: 8



Q12 & Q8: What is your institution's position (formal or otherwise) on the prioritisation of SHAPE vs STEM? By Staff primarily dedicated to SHAPE commercialisation

Answered: 44 Skipped: 8

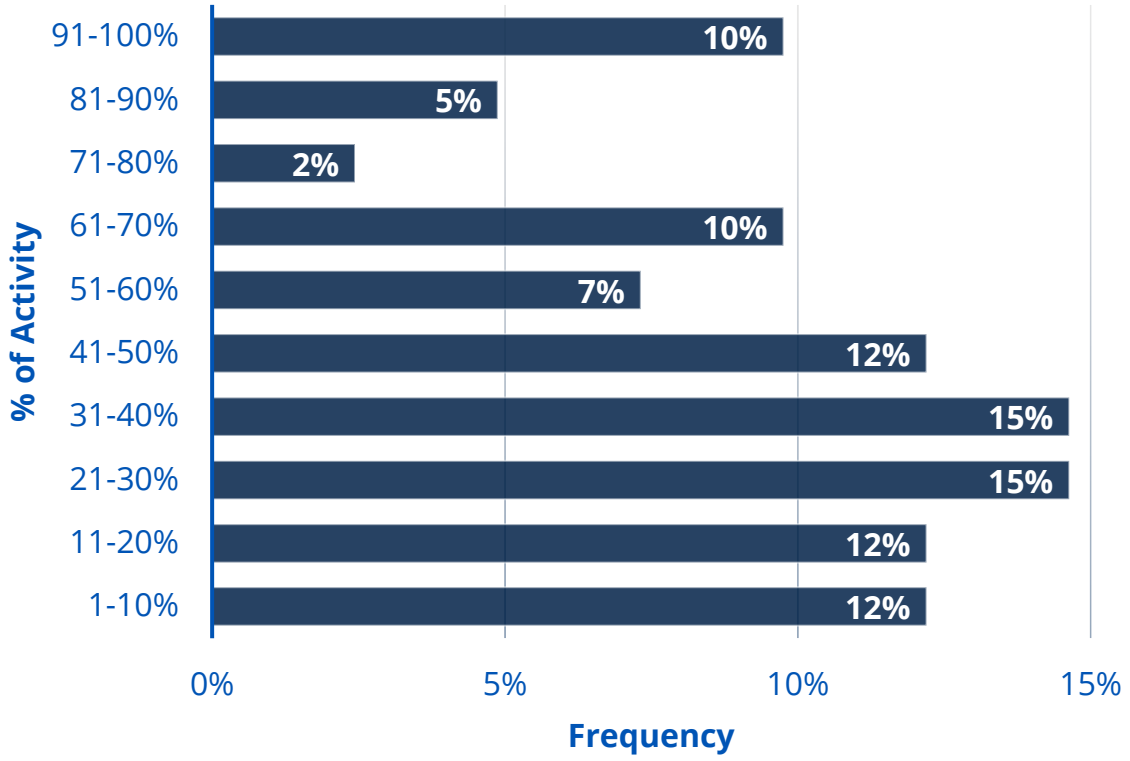


Universities with **staff dedicated to SHAPE** commercialisation are more **likely to prioritise either SHAPE or STEM**, showing they are more likely to have a clear stance, even if it varies.

Q13: Roughly what % of your organisation's research/ academic activity is from SHAPE disciplines? (Your best estimate or enter 0).

Answered: 44 Skipped: 8

On average **44%** of the organisation's research/ academic **activity is from SHAPE disciplines***



Raw Data

Response **
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23
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30
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41
41
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50
58
60
60
64
65
65
65
73
85
90
95
100
100
100

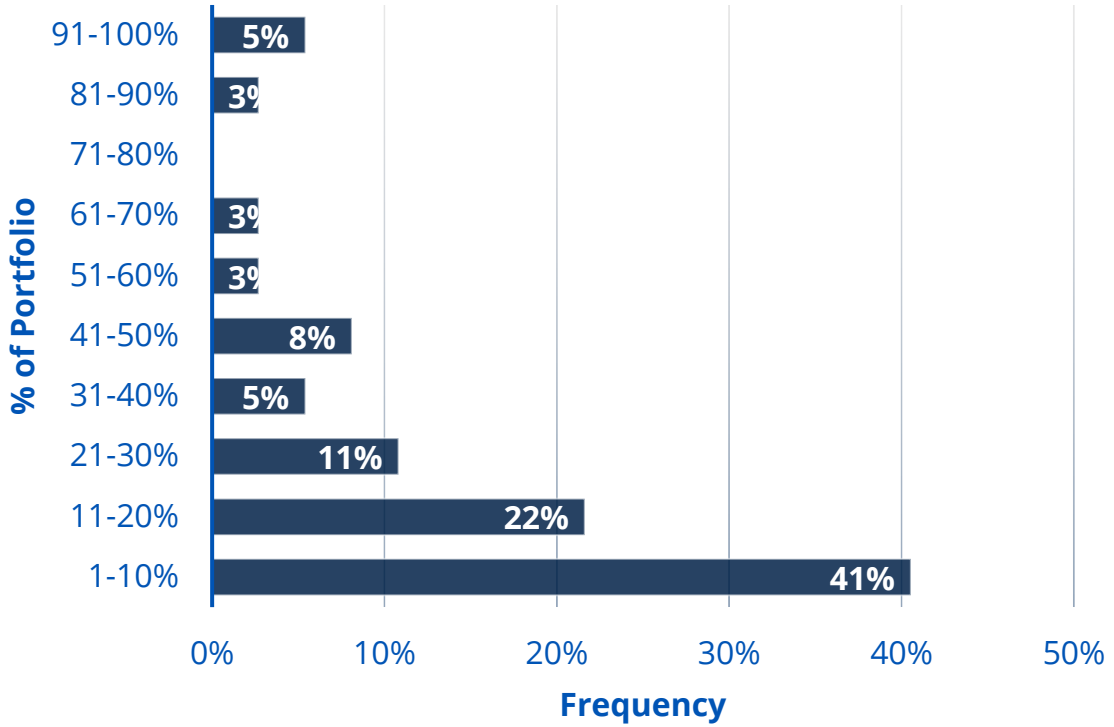
44	average
25	mode
40	median

*0s are excluded from the average.
** 5 universities answering this question had more than one respondent participating in the survey. In some cases the individual responses were very different.

Q14: Roughly what % of your institutions active commercialisation portfolio is from SHAPE disciplines? (Your best estimate or enter 0).

Answered: 44 Skipped: 8

The largest group of respondents said that **1-10%** of their active commercialisation portfolio was from SHAPE.



Raw Data

Response**
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6
9
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20
20
21
21
25
27
33
35
41
50
50
56
70
90
100
100

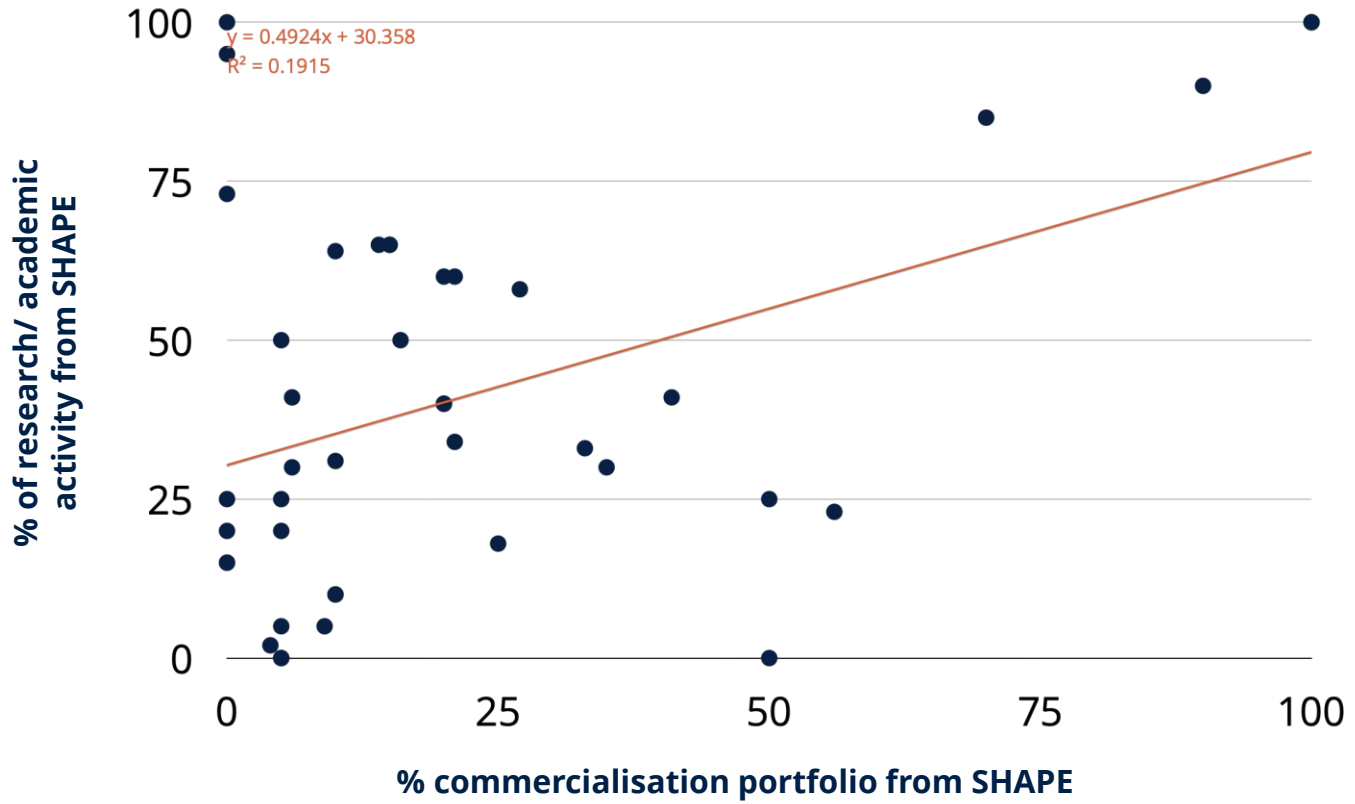
26	average
5	mode
16	median

*0s are excluded from the average, median and mode calculations.

** 5 universities answering this question had more than one respondent participating in the survey. In some cases the individual responses were very different.

Q14 & Q13: % of active commercialisation portfolio and % of research/ academic activity from SHAPE

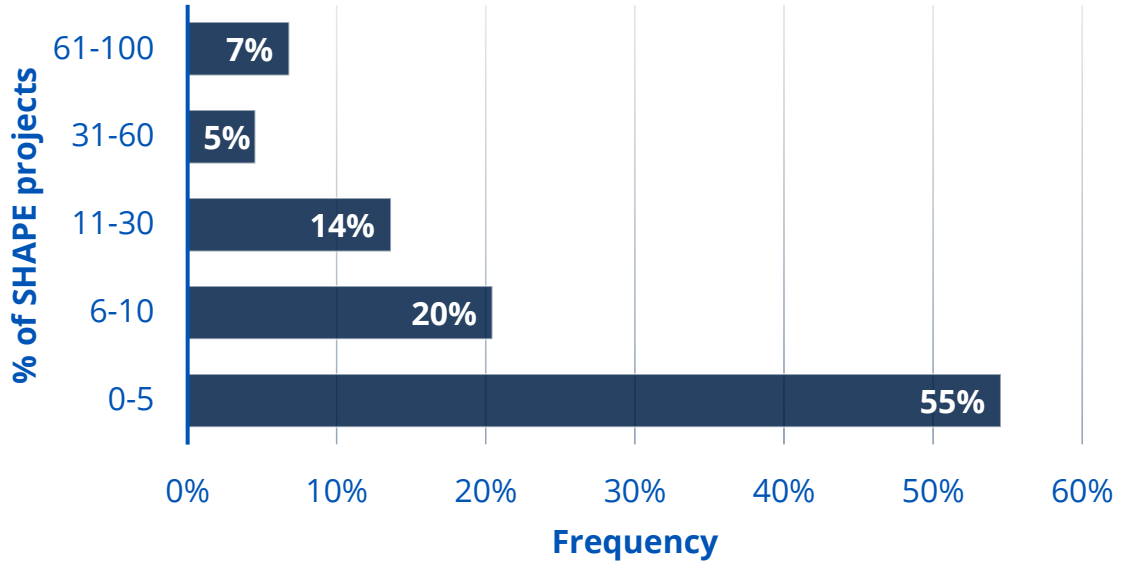
Answered: 44 Skipped: 8



Q15: Roughly what is the number of SHAPE projects in your institution's commercialisation portfolio? (Your best estimate)

Answered: 44 Skipped: 8

Descriptive Statistics	
Mean	13.7
Standard Error	3.4
Median	5.0
Mode	0
Standard Deviation	22.5
Sample Variance	507.3
Kurtosis	6.7
Skewness	2.6
Minimum	0
Maximum	100
Sum	601



55% of the institutions **have 5 or less SHAPE projects** on their commercialisation portfolio.

Raw Data
Response
0
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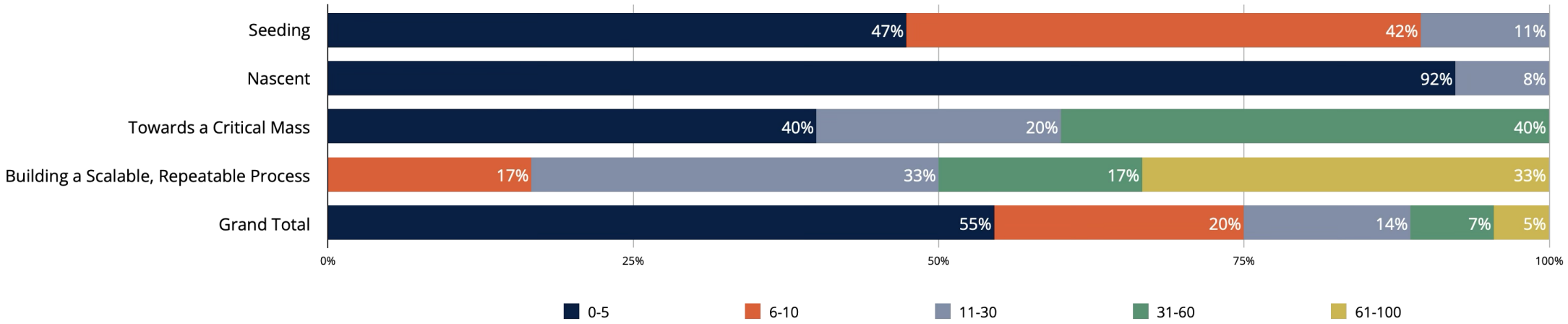
70
86
100

Q15 & Q11: Number of SHAPE projects per Maturity Level

Answered: 44 Skipped: 8

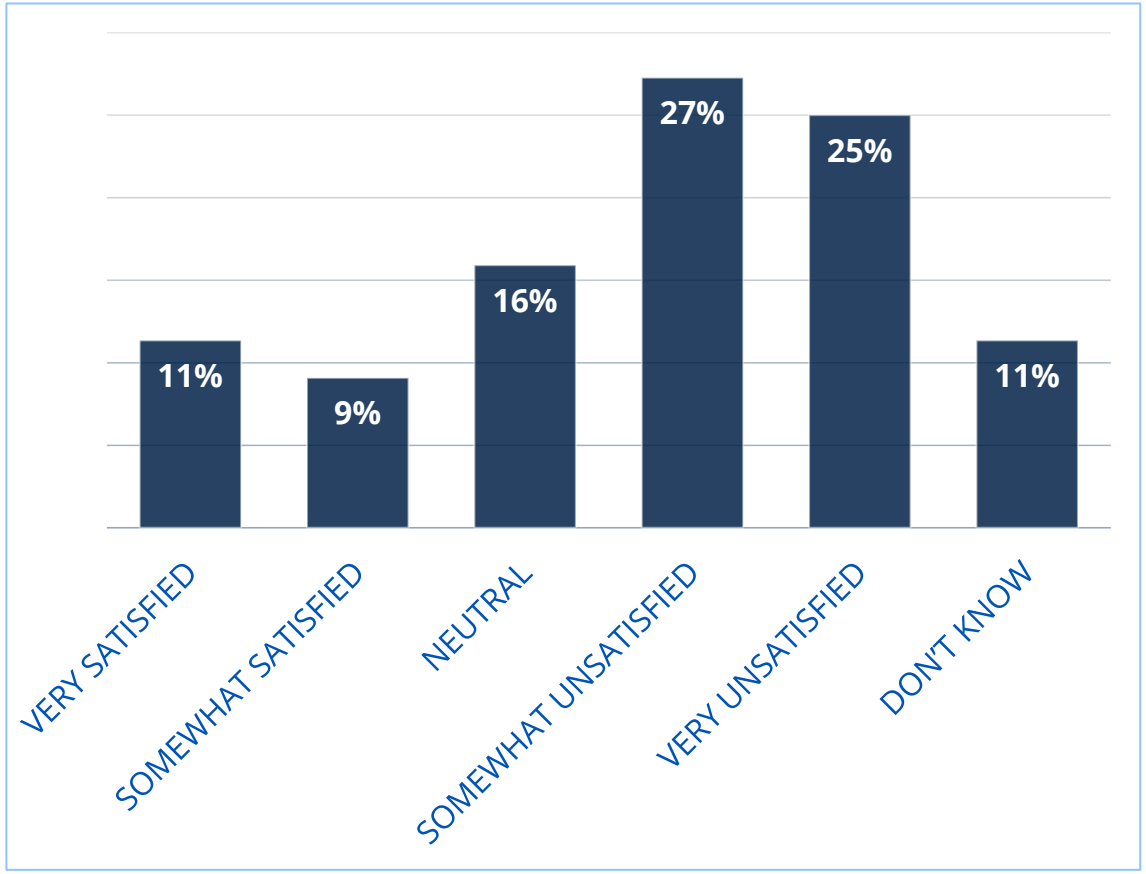


As universities reach **higher maturity levels**, the number of **SHAPE projects** also **increases**.

Row Labels	Average	Median
Nascent	3.2	1
Seeding	7.1	7
Towards a Critical Mass	30.7	31.5
Building a Scalable, Repeatable Process	48	30
Total	13.7	5

Q16: In your opinion, are you satisfied with the number or % of SHAPE commercialisation projects in your portfolio?

Answered: 44 Skipped: 8



ANSWER CHOICES	%	#
Very satisfied	11.4%	5
Somewhat satisfied	9.1%	4
Neutral	15.9%	7
Somewhat unsatisfied	27.3%	12
Very unsatisfied	25.0%	11
Don't know	11.4%	5
TOTAL		44

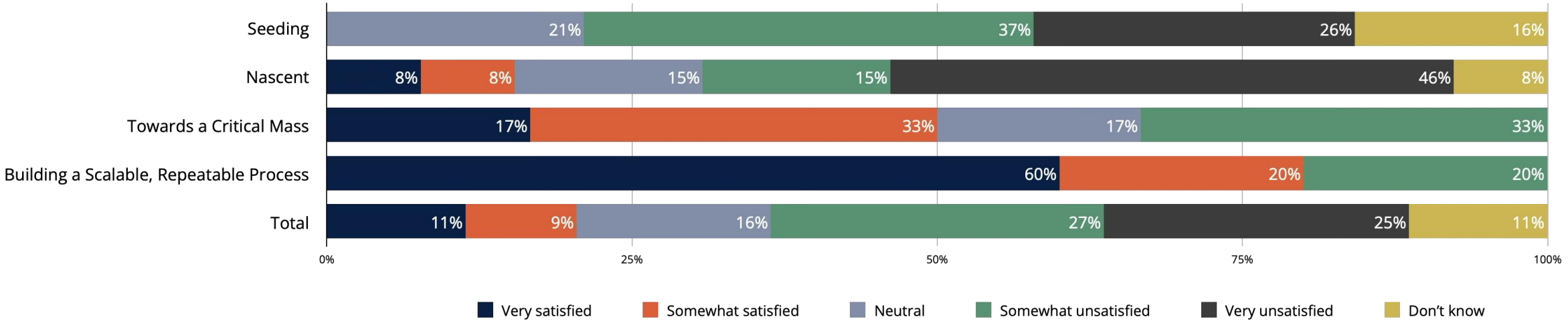
Q16: In your opinion, are you satisfied with the number or % of SHAPE commercialisation projects in your portfolio?

Answered: 44 Skipped: 8

Comments (optional)
Not surprised might be a more helpful comment given the type of institution (teaching dominated, with much SHAPE provision in the form of arts practice education/research)
It's an area of interest but we do not have specialist resource or capacity to support SHAPE opportunities currently
Just beginning commercialisation process
here we look at SHAPE commercialisation in a broader sense including impacts rather than only focusing on spinouts
We feel we could support our ventures better, and are exploring ways of
no opinion, commercialisation is still an emerging area of work across all of the university
I will be beginning the role of Business Development Associate for SHAPE disciplines next week (in recent years the TTO has not had dedicated SHAPE support), so we hope that this will increase the number of SHAPE projects.
The percentage is less relevant here for us (because we're essentially single faculty) but we are very keen to increase the number of academics who engage with our services and the number of projects in our pipeline.
We can generate more opportunities, but we have limited experience of social enterprise and not all will follow the same model. Hence we are interested in learning more about SHAPE commercialisation routes
Usually, Social Science researchers as well IP Commercialisation staffs have a different understanding of 'what actually IP Commercialisation means on social science ideas'. Hence, the low number of SHAPE commercialisation projects.
We have a lot of buzz, but that tends to be very slow to translate further. Also, many of the disclosures I get don't mature in a recognisable market, they are often social issues with specific tribes to serve.

Q16 & Q11: Satisfaction with the number or % of SHAPE commercialisation projects in the portfolio and Maturity Level

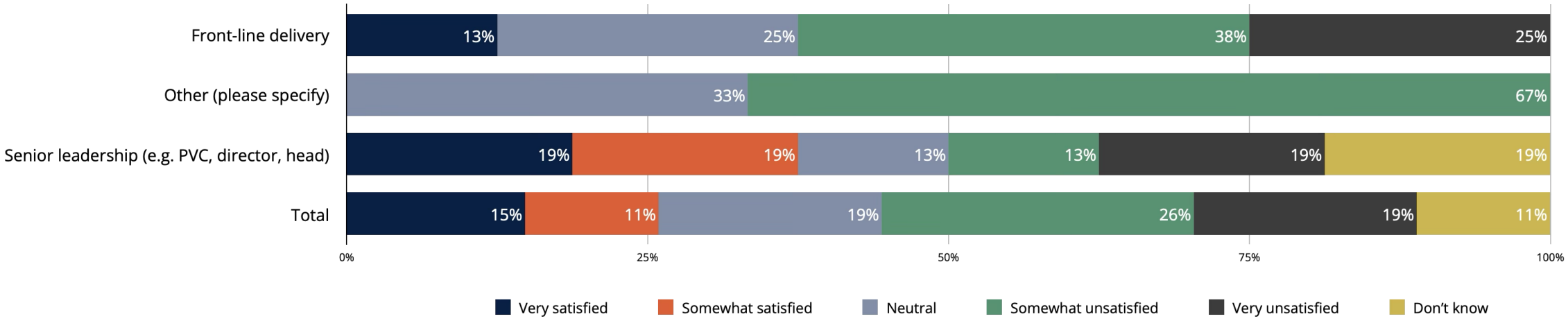
Answered: 44 Skipped: 8



Satisfaction with the number or percentage of SHAPE commercialisation projects **increases with maturity** level.

Q16 & Q4: Satisfaction with the number or % of SHAPE commercialisation projects in the portfolio and Role

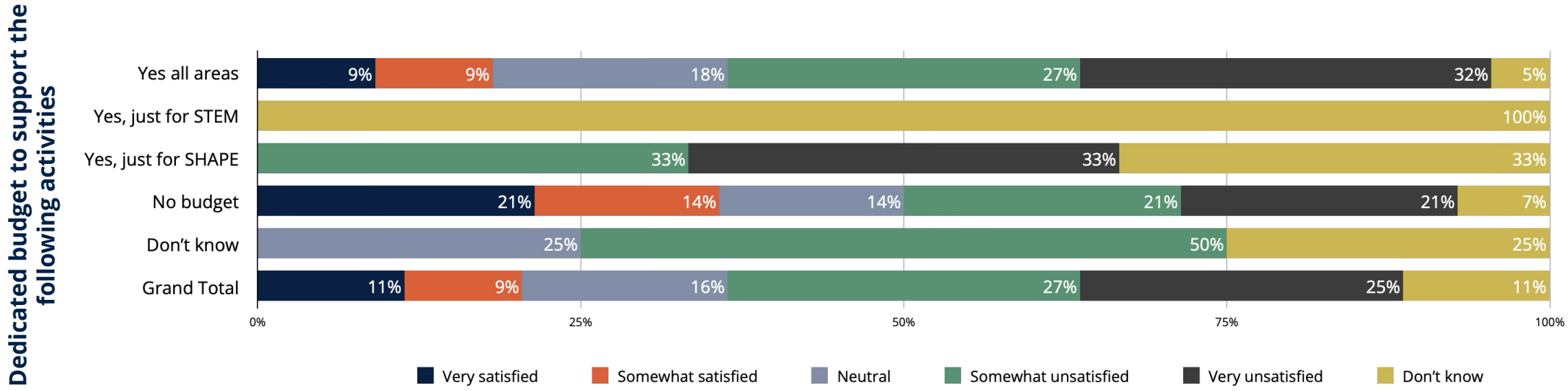
Answered: 44 Skipped: 8



Senior leadership is slightly more satisfied than those in front line delivery roles.

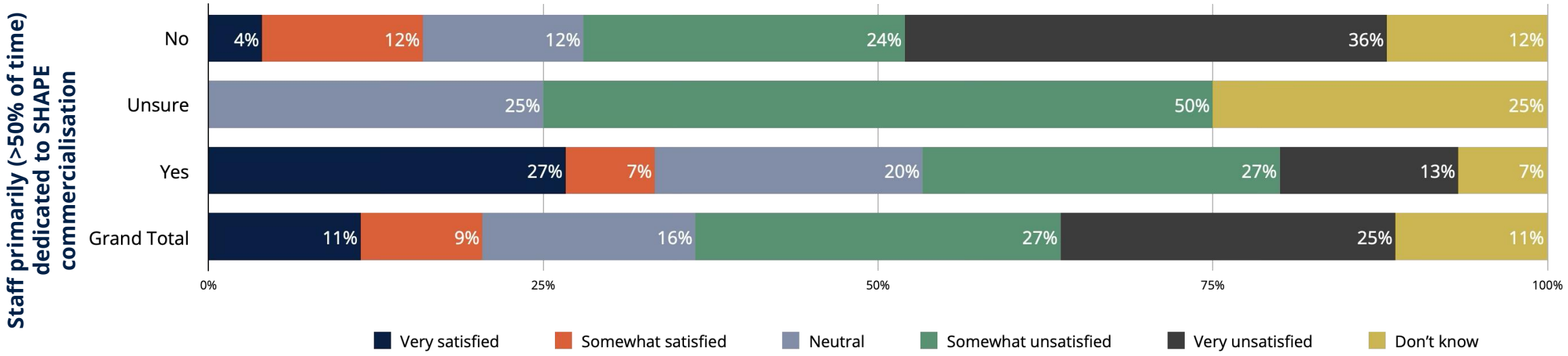
Q16 & Q9: Satisfaction with the number or % of SHAPE commercialisation projects in the portfolio and Budget

Answered: 44 Skipped: 8



Q16 & Q8: Satisfaction with the number or % of SHAPE commercialisation projects in the portfolio and SHAPE staff

Answered: 44 Skipped: 8



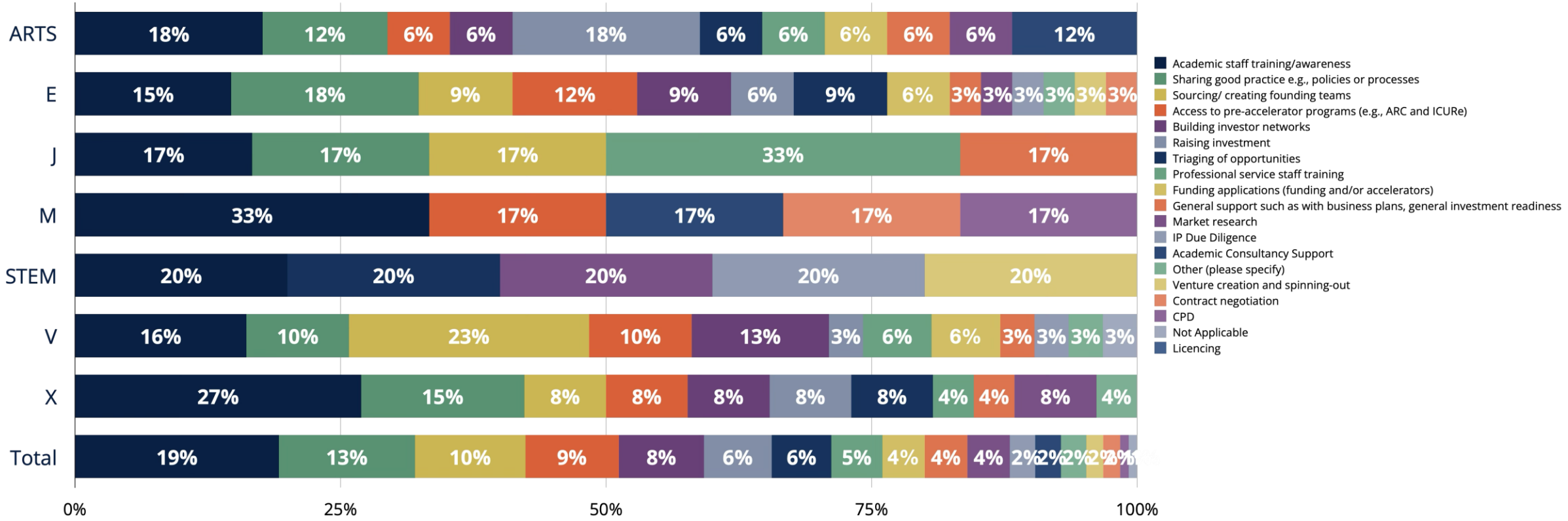
Q17: In the following list, please select areas where you feel you would most benefit from additional expertise or support for SHAPE commercialisation at your institution (up to 3).

Answered: 44 Skipped: 8

ANSWER CHOICES	%	#
Academic staff training/awareness	55%	24
Sharing good practice e.g., policies or processes	36%	16
Sourcing/ creating founding teams	30%	13
Access to pre-accelerator programs (e.g., ARC and ICURe)	25%	11
Building investor networks	23%	10
Raising investment	18%	8
Triaging of opportunities	16%	7
Professional service staff training	14%	6
Market research	11%	5
General support such as with business plans, general investment readiness	11%	5
Funding applications (funding and/or accelerators)	11%	5
IP Due Diligence	7%	3
Academic Consultancy Support	7%	3
Other (please specify)	7%	3
Venture creation and spinning-out	5%	2
Contract negotiation	5%	2
CPD	2%	1
Not Applicable	2%	1
Licencing	0%	0
TOTAL		125

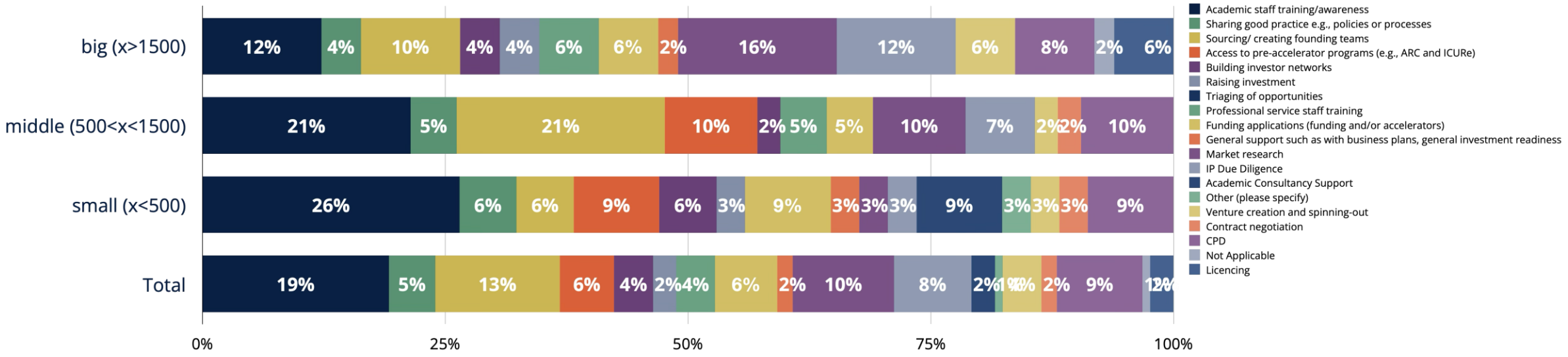
Q17 & KEF: Areas where you feel you would most benefit from additional expertise or support for SHAPE commercialisation at your institution (up to 3). % of answers per KEF Cluster

Answered: 44 Skipped: 8. 125 data points, as each answer could pick up to 3 areas



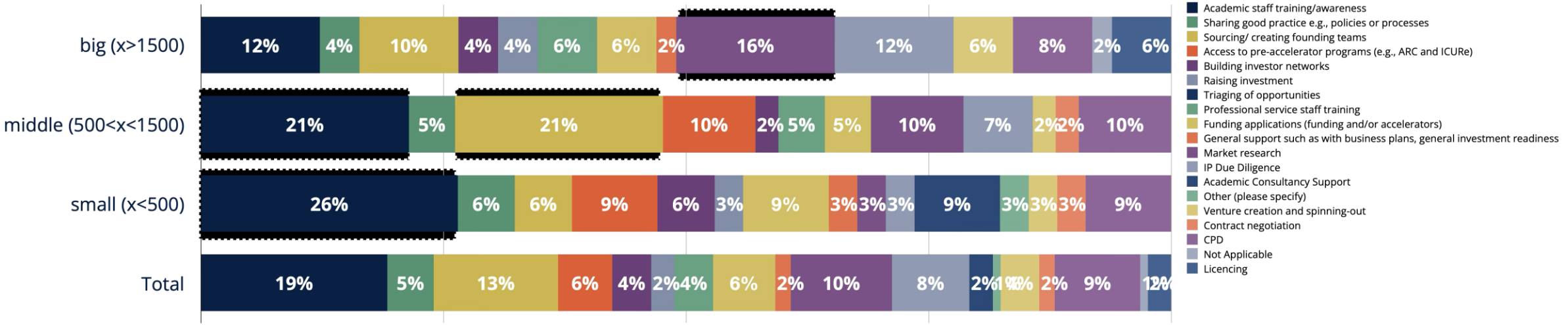
Q17 & Size (HESA Table 6): Areas where you feel you would most benefit from additional expertise or support for SHAPE commercialisation at your institution (up to 3). % of answers per Size.

Answered: 44 Skipped: 8. 125 data points, as each answer could pick up to 3 areas



Q17 & Size (HESA Table 6): Areas where you feel you would most benefit from additional expertise or support for SHAPE commercialisation at your institution (up to 3). % of answers per Size

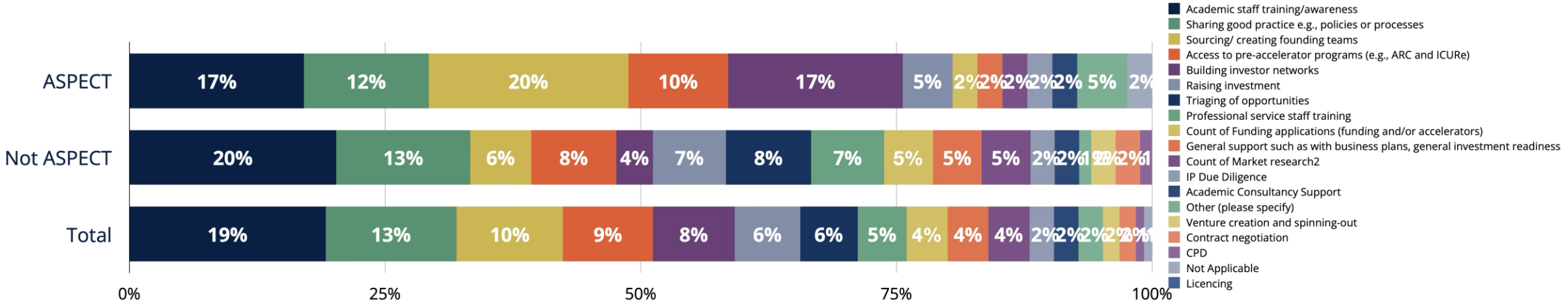
Answered: 44 Skipped: 8. 125 data points, as each answer could pick up to 3 areas



Big universities prioritise "**market research**" (their first preference), with "IP due diligence" and "academic staff training/awareness" tied for second and third. In contrast, middle-sized universities prioritise "**academic staff training/awareness**" and "**sourcing/ creating founding teams**," while **smaller** universities distribute their preferences more evenly, with "**academic staff training/awareness**" as their top choice.

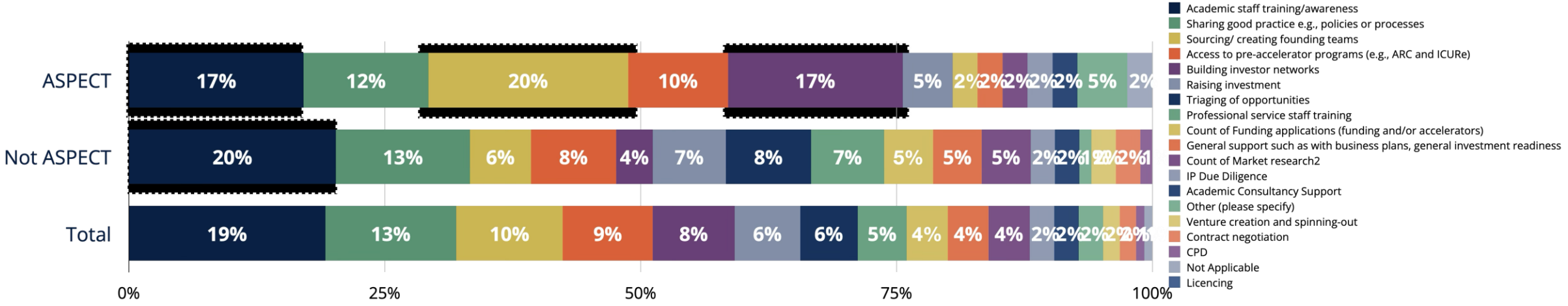
Q17 & ASPECT: Areas where you feel you would most benefit from additional expertise or support for SHAPE commercialisation at your institution (up to 3). % of answers per ASPECT

Answered: 44 Skipped: 8. 125 data points, as each answer could pick up to 3 areas



Q17 & ASPECT: Areas where you feel you would most benefit from additional expertise or support for SHAPE commercialisation at your institution (up to 3). % of answers per ASPECT

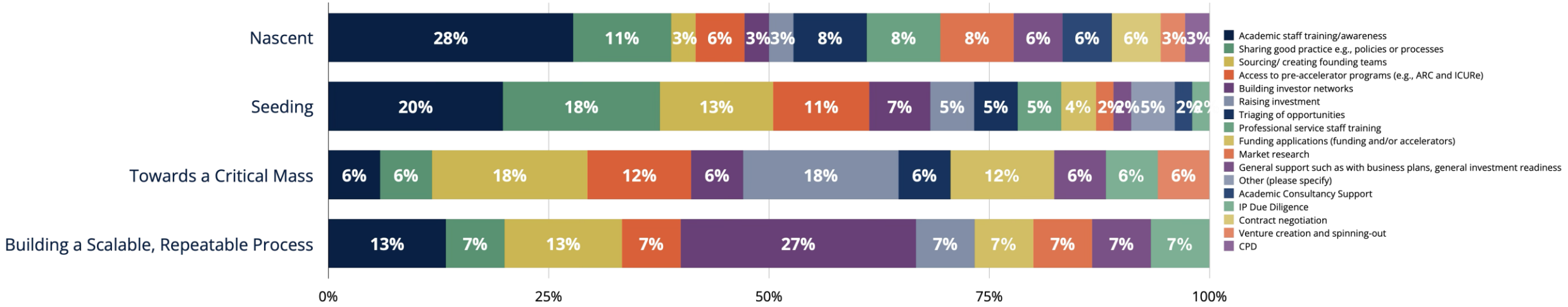
Answered: 44 Skipped: 8. 125 data points, as each answer could pick up to 3 areas



ASPECT universities prioritise "**sourcing/creating founding teams**" (1st preference), with "building investor networks" and "academic staff training/awareness" tied for 2nd and 3rd. In contrast, **Non-ASPECT** universities distribute their preferences more evenly, with "**academic staff training/awareness**" as their top choice.

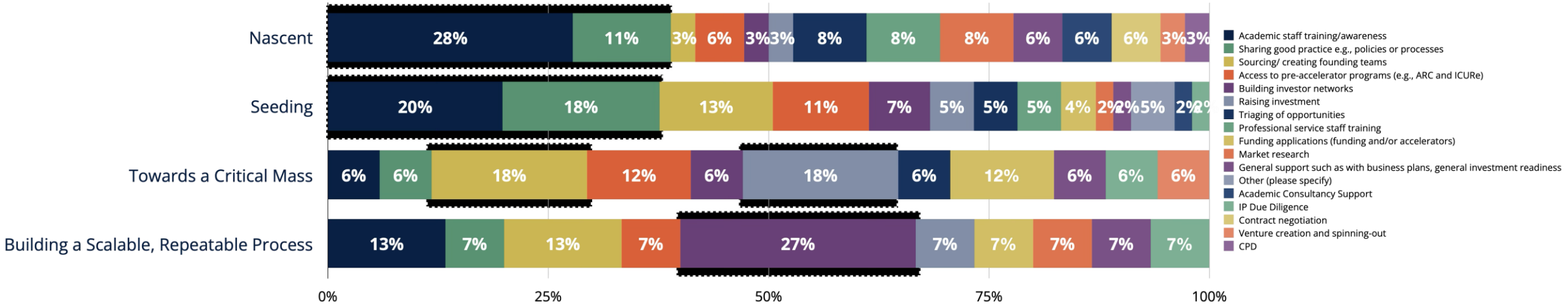
Q17 & Q11: Areas where you feel you would most benefit from additional expertise or support for SHAPE commercialisation at your institution (up to 3). % of answers per maturity level.

Answered: 44 Skipped: 8. Excluded 2 answers that didn't know their maturity level



Q17 & Q11: Areas where you feel you would most benefit from additional expertise or support for SHAPE commercialisation at your institution (up to 3). % of answers per maturity level.

Answered: 44 Skipped: 8. Excluded 2 answers that didn't know their maturity level



Nascent and **Seeding** universities prioritise "Academic staff training/awareness," followed by "Sharing good practice." Universities at the **Towards a Critical Mass** maturity level focus on "Sourcing/creating founding teams" and "Raising investment" (equally important), while those in the **Building a Scalable, Repeatable Process** stage prioritise "Building investor networks" as their key need for SHAPE commercialisation support.

Q18: Optional: In what way is the type of support you provide for SHAPE commercialisation different from your usual commercialisation support? Can you provide an example? (Or, if you don't think it is different, please say so.)

Answered: 26 Skipped: 26

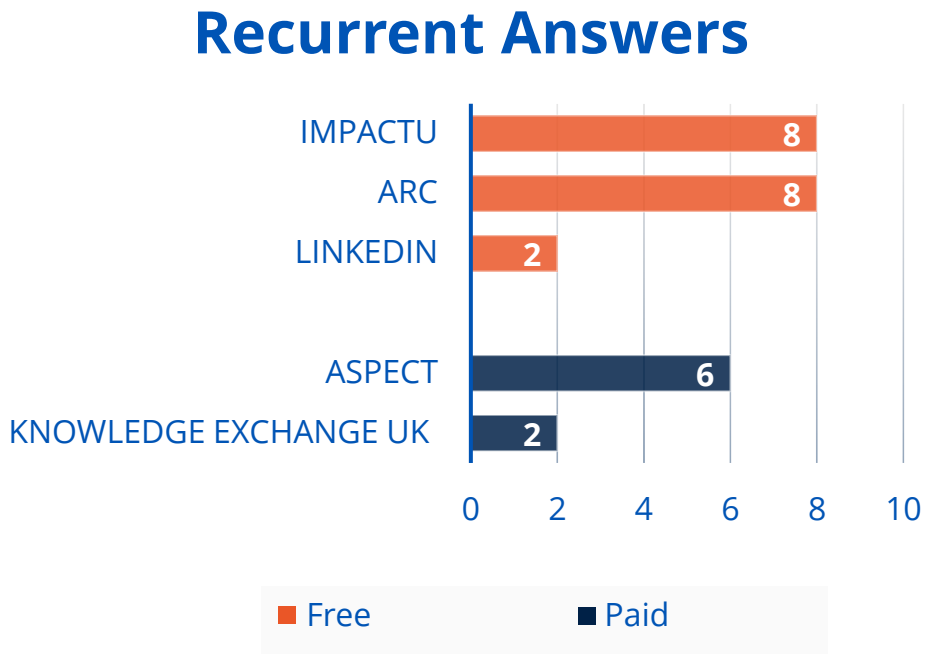
Raw Data

SHAPE academics can feel it is not relevant top their work or the nature of their external relationships and so we have fewer internal success stories/ precedents and a steeper climb to land opportunities
No different except different language, but find there is much more focus on social enterprise/non-profit vehicles for commercialisation and subsequent sustainability issues.
due to the inherent nature of SHAPE, it is unlikely to result in direct financial returns
The very initial support we provide to students and staff - advisory and triaging stages - does not differentiate between SHAPE and STEM. Differences only emerge once the decision to commercialise is taken: the SHAPE support we can offer is different to that we provide our high-growth start-ups, which are predominantly STEM-focused and form the majority of ventures in our portfolio. The business models, route to market and funding of SHAPE ventures is simply different to those of STEM ventures, and require an altogether different approach.
SHAPE and STEM are provided similar support with the limited resources we have and we have to optimise our efforts/resources.
No difference in process. We are at a stage where we're building general awareness, skills and appetite of researchers for commercialisation. We are aware of the need to look at soft IP / know how / consultancy and service offers for SHAPE. We are interested in influencing investors / fund managers to be more open to investing in such ventures. There is a difference in culture and language for staff in Arts & Design and Social Sciences, who are often keen on 'making impact' 'helping society' or creating art rather than make a profit hence looking into social interest companies etc.
Mainly a more integrated approach with consultancy and contract research. Use of language and starting from early base. More in-person connection to generate engagement .
It's not very different but some things are different eg much less likely to involve patenting, social enterprise is more likely outcome rather than spin-out so may need less university support at that stage, different funding sources, very much more difficult investment environment and researchers tend be focused more on impact than commercialisation (as a broad generalisation).
The fundamentals of the commercialisation process are the same, the main differences are in the form of IP the project is based on. We work across the whole university and don't see any significant difference in the support that SHAPE and STEM academic colleagues require.
Routes to market are less obvious/more varied. Market research/validation often harder to achieve. Sources of finance less clear.
Not different, based on commercial opportunity and Impact. Types of businesses may be more service based and/or consultancy rather than patent and/or product based. More interest in social enterprise?
There is more of a focus on social enterprises
n/a
Higher focus on enterprise support and innovation development
More time is spent on awareness building and helping academics understand IP and how it can be protected
It is harder to sell SHAPE services than products. Businesses typically look to other businesses for service support because successful businesses are more credible than academic theory. SHAPE requires commercial champions to give it credibility outside of academia.
The emphasis is more on the value from impact creation
Not different as only SHAPE across institution
No different
We nurture SHAPE opportunities generally towards growing organically through revenue generation or partnering, vs the route of raising venture capital
wff`
SHAPE projects are often 'ideas' supported by IT/app/Tech applications. SHAPE researchers are not experts in developing/running IT/app/Tech applications. Also, SHAPE projects are often about 'premium consultancy offer' type rather than 'product sales. So, commercialisation approach of SHAPE is slightly different from those of usual STEM ideas.
We typically expect SHAPE projects to have shorter timelines to completions (licence or spin-out). We typically don't make the equivalent financial investment that is spent on patent-based projects i.e. the patent prosecution costs (as opposed to any PoC funding etc). SHAPE-based projects tend to break new ground whereas STEM projects tend to adhere to well-established pathways e.g. new drug, new diagnostic.
Less staff
The IP is often copyright or design rights. This is very different to colleagues working up a patent application. Due diligence is essential and can take a much longer time frame when compared to some colleagues in STEM areas.
It is often harder to demonstrate ROI for SHAPE activities in a business setting. There is a need to establish test case scenarios in live businesses environments to demonstrate how SHAPE improvements affect positive change. The know how and IP often reside in the academic team, rather than in a saleable or licensable product. There is an often difficult dynamic at play between the needs of a business and the needs of an academic team. Commercialising the output of a SHAPE academic team is hindered by the academic desire to continue to innovate and generate theoretical white paper research in order to advance their careers. This can be at the expense of the commercial requirement to create a tangible product that fulfils a real business need.

Q19: Optional: For areas of specialist/ different support for SHAPE, what types of external resources or tools do you use? (ie, ImpactU, databases, etc.)

Answered: 19 Skipped: 33

The most frequent **free** resources and tools are **ImpactU, ARC** and **LinkedIn.** In terms of **paid** resources, **ASPECT** and **Knowledge Exchange UK*** are the recurrent ones



- ARC is now the UKRI SHAPE Catalyst
- Although one answer reported it as free, and another as a paid resource, for the analysis both were considered paid
- Two answers included ARC as a paid resource. They were counted as paid.

Q19: Optional: For areas of specialist/ different support for SHAPE, what types of external resources or tools do you use? (ie, ImpactU, databases, etc.)

Answered: 19 Skipped: 34

Raw Data

Response #	Paid:	Free:	Other:
1	Databases		
2		ImpactU	
3	none	none	none
4			don't know
5		ARC Accelerator - SHAPE Catalyst, IMAPCT U.	
6		ImpactU, Knowledge Exchange UK CoP	
7	ASPECT	ARC, IMPACT U	
8	ARC	LinkedIn	Personal networks
9	mentors	mentors	
10	ASPECT	ImpactU, ARC	
11	Aspect	ARC, ImpactU	
12	ASPECT membership, ImpactU		
13	Statistica	Google search, Companies House	
14			If there are tools , then we would like to know about them, please
15		Shared TTO, ARC Accelerator	
16	Minuet, Worktribe, ASPECT Network, Lexis/Nexis, CreditSafe, Knowledge Exchange UK (Praxis), Journal Subscriptions (though our library services)	ImpactU, Patent Databases e.g. Espacenet, Accelerators (ARC, ICURe), AI LLM (ChatGPT, CoPilot), Open Access Journals, LinkedIn	
17	aspect, ARC, external consultancy, legals, EiRs	impactU	
18	Skillfluence		Have created lots of my own stuff.
19	n/a	n/a	n/a

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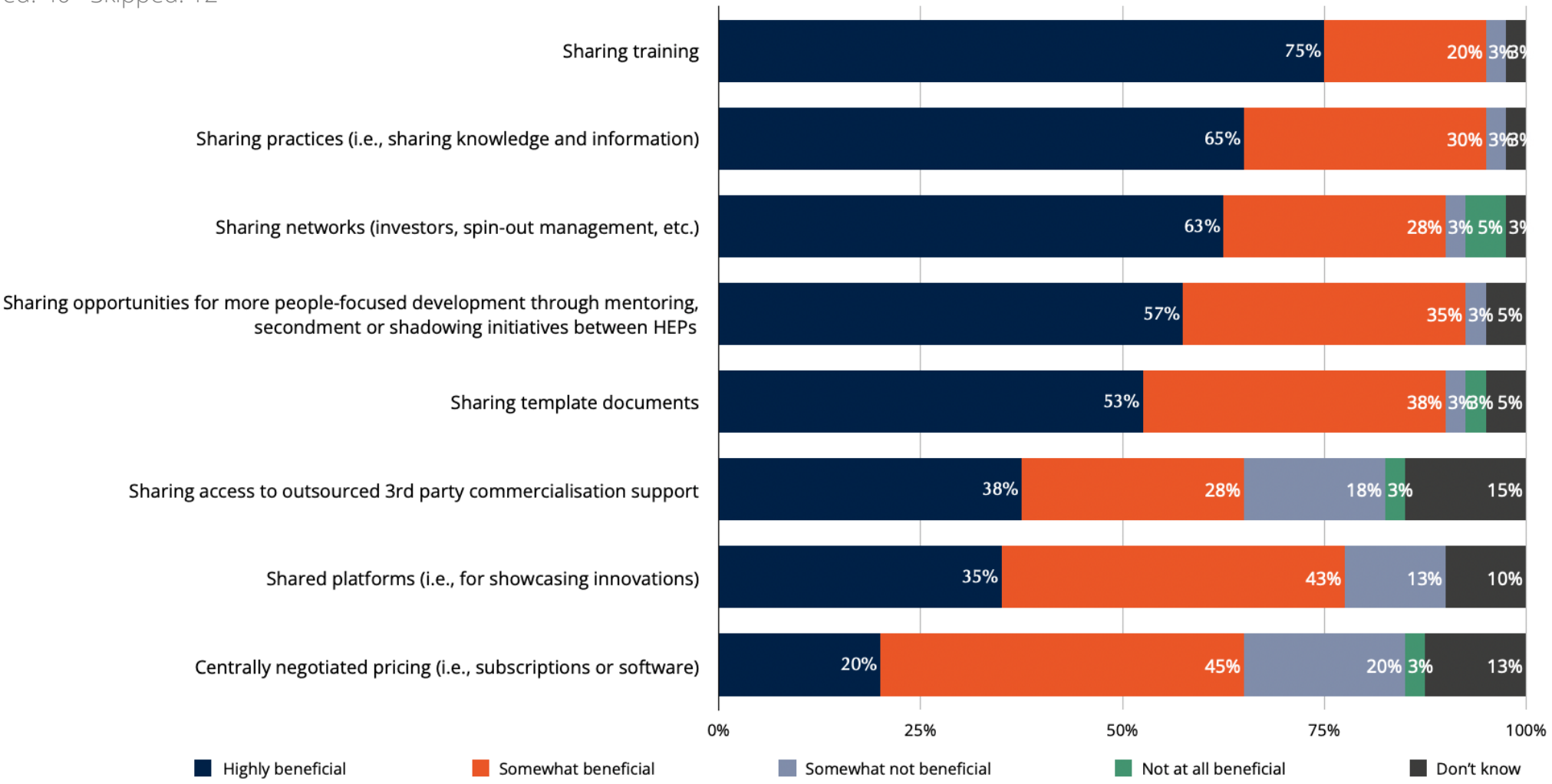
5. Thoughts on different sharing models

In this section we introduce some ideas for potential "sharing models" for a shared SHAPE TTO service in the UK. We then ask some questions about what would be valuable for you to share, and whether your institution might be able to share to others.

In thinking about different models for sharing SHAPE commercialisation support, this could include: sharing the whole commercialisation process, sharing specific interventions / parts of the process, sharing documents tools software etc, or informally sharing knowledge / expertise. Not sharing any part of the process across HEPs is also a potential outcome.

Q20: Sharing processes and tools. For each of the following areas, how beneficial would it be for your institution to access shared support for SHAPE commercialisation?

Answered: 40 Skipped: 12



Q20: Sharing processes and tools. For each of the following areas, how beneficial would it be for your institution to access shared support for SHAPE commercialisation?

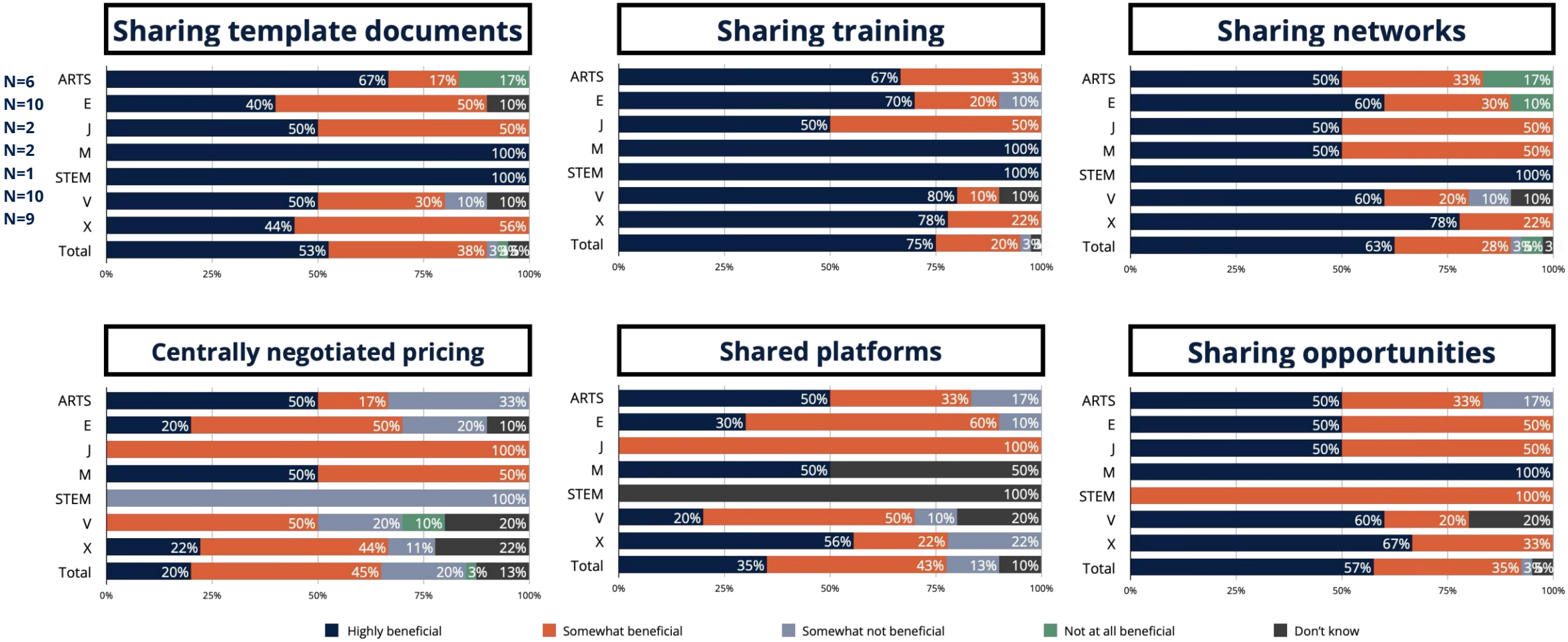
Answered: 40 Skipped: 13

	Highly beneficial		Somewhat beneficial		Somewhat not beneficial		Not at all beneficial		Don't know		Total
Sharing template documents	52.50%	21	37.50%	15	2.50%	1	2.50%	1	5.00%	2	40
Sharing training	75.00%	30	20.00%	8	2.50%	1	0.00%	0	2.50%	1	40
Sharing networks (investors, spin-out management, etc.)	62.50%	25	27.50%	11	2.50%	1	5.00%	2	2.50%	1	40
Centrally negotiated pricing (i.e., subscriptions or software)	20.00%	8	45.00%	18	20.00%	8	2.50%	1	12.50%	5	40
Shared platforms (i.e., for showcasing innovations)	35.00%	14	42.50%	17	12.50%	5	0.00%	0	10.00%	4	40
Sharing opportunities for more people-focused development through mentoring, secondment or shadowing initiatives between HEPs	57.50%	23	35.00%	14	2.50%	1	0.00%	0	5.00%	2	40
Sharing practices (i.e., sharing knowledge and information)	65.00%	26	30.00%	12	2.50%	1	0.00%	0	2.50%	1	40
Sharing access to outsourced 3rd party commercialisation support	37.50%	15	27.50%	11	17.50%	7	2.50%	1	15.00%	6	40
Other (please specify)											1

Other (please specify):
- 'Think tank' for problem solving and searchable case study repository

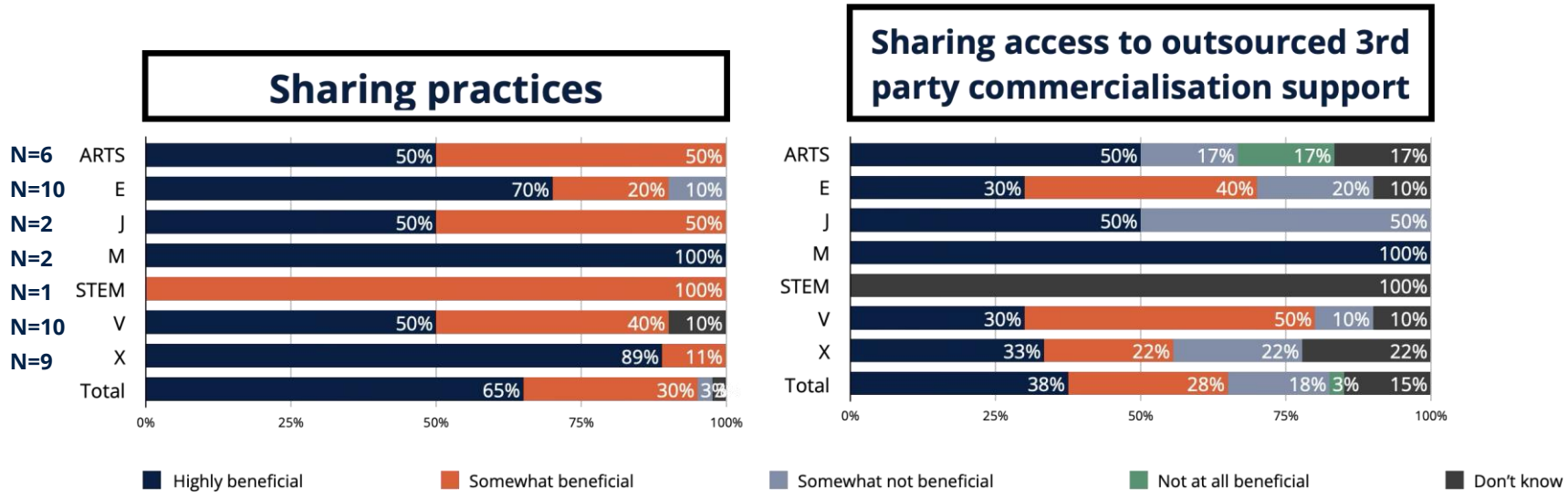
Q20 & KEF: Perception of benefits from accessing shared support for SHAPE commercialisation by KEF cluster

Answered: 40 Skipped: 12



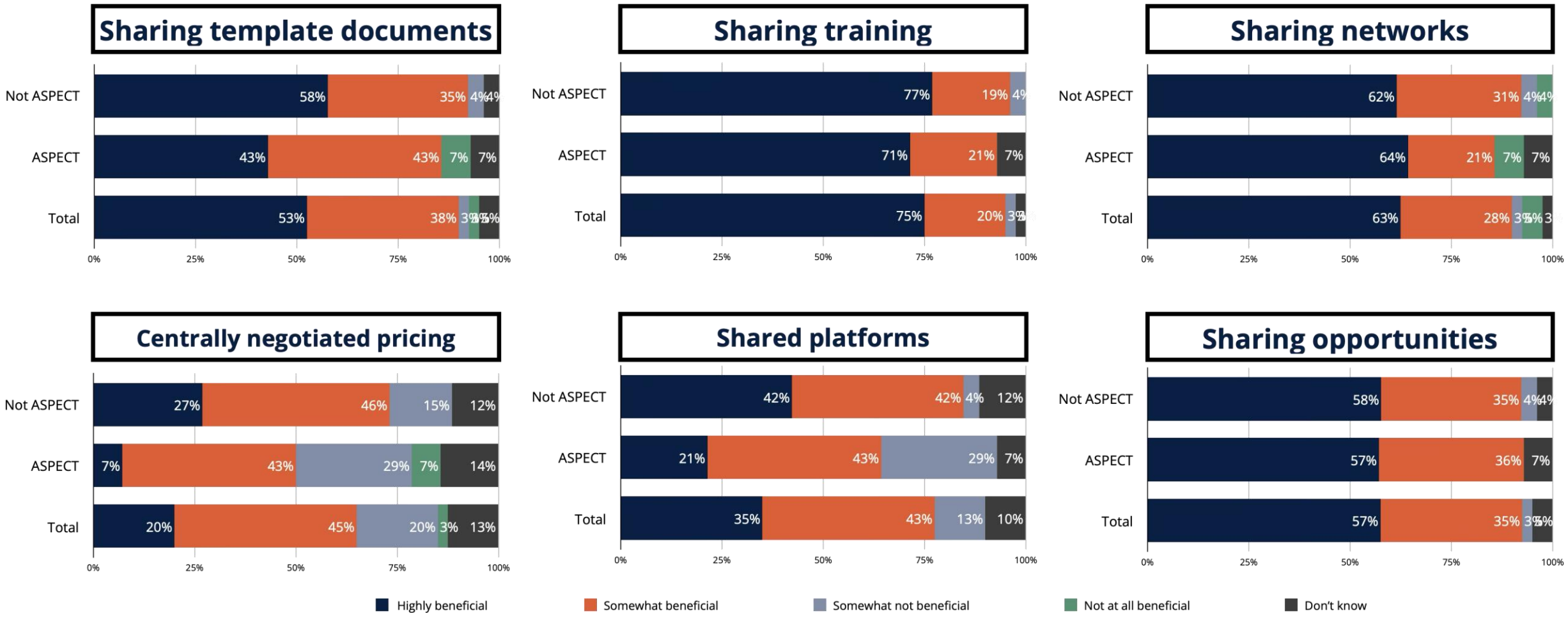
Q20 & KEF: Perception of benefits from accessing shared support for SHAPE commercialisation by KEF cluster

Answered: 40 Skipped: 12



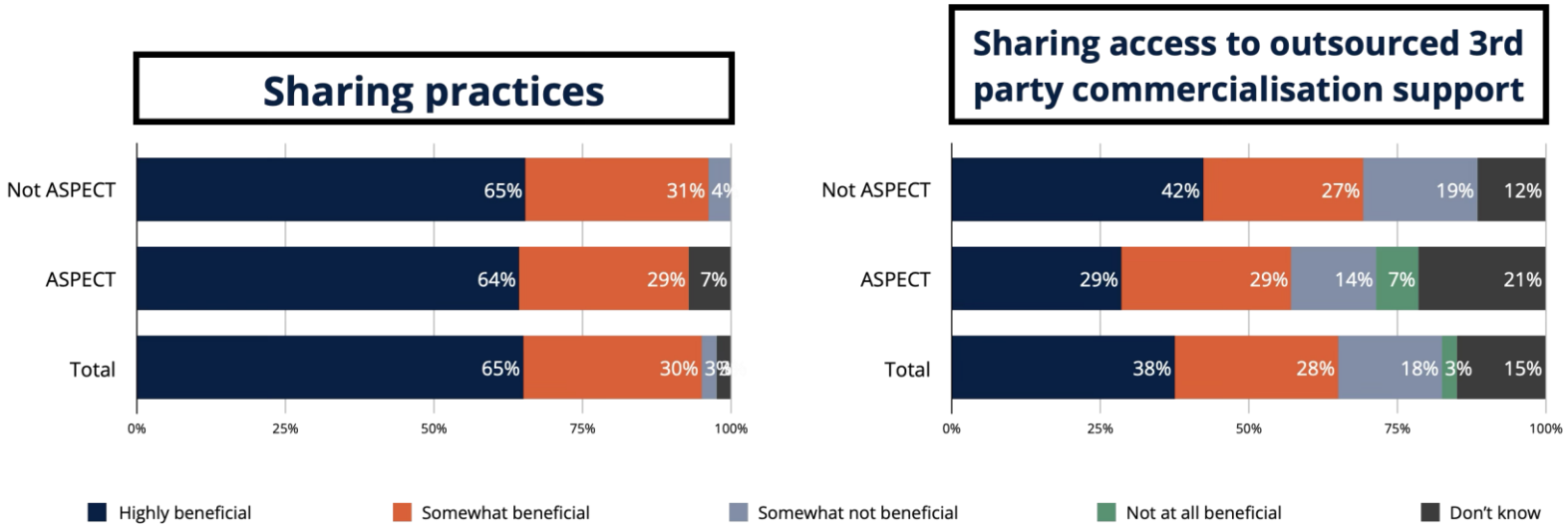
Q20 & ASPECT: Perception of benefits from accessing shared support for SHAPE commercialisation and ASPECT

Answered: 40 Skipped: 12



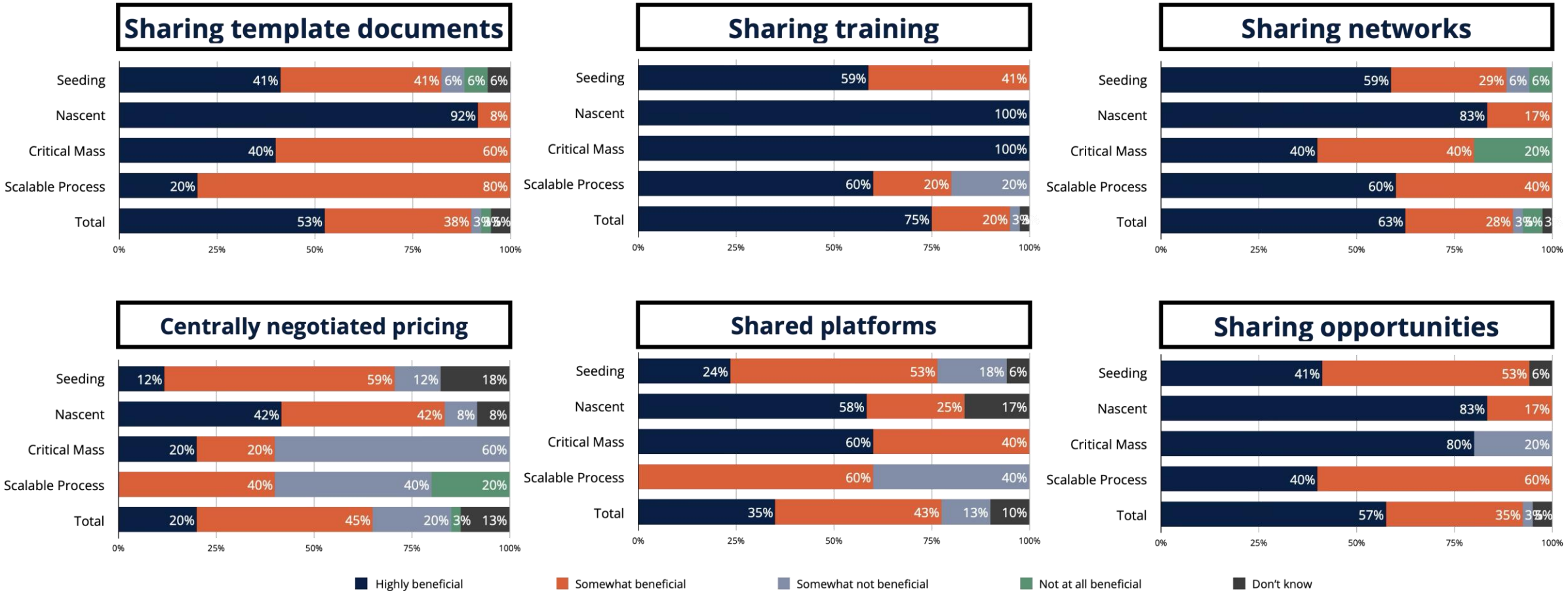
Q20 & ASPECT: Perception of benefits from accessing shared support for SHAPE commercialisation and ASPECT

Answered: 40 Skipped: 12



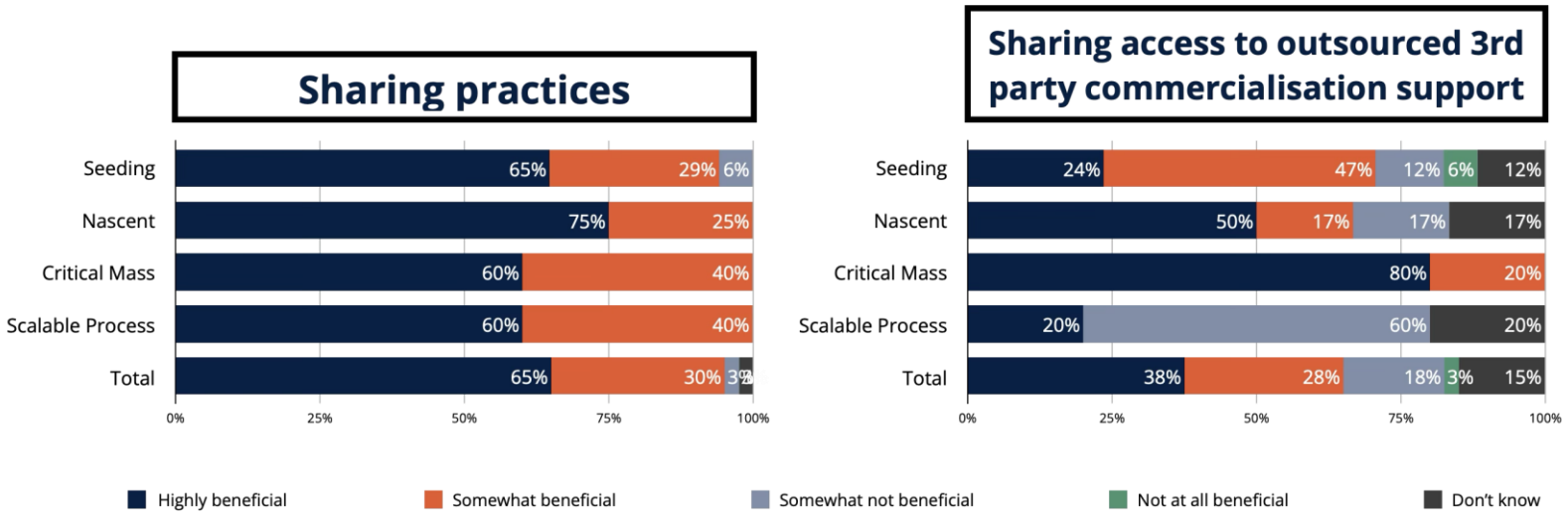
Q20 & Q11: Perception of benefits from accessing shared support for SHAPE commercialisation and Maturity Levels

Answered: 40 Skipped: 12



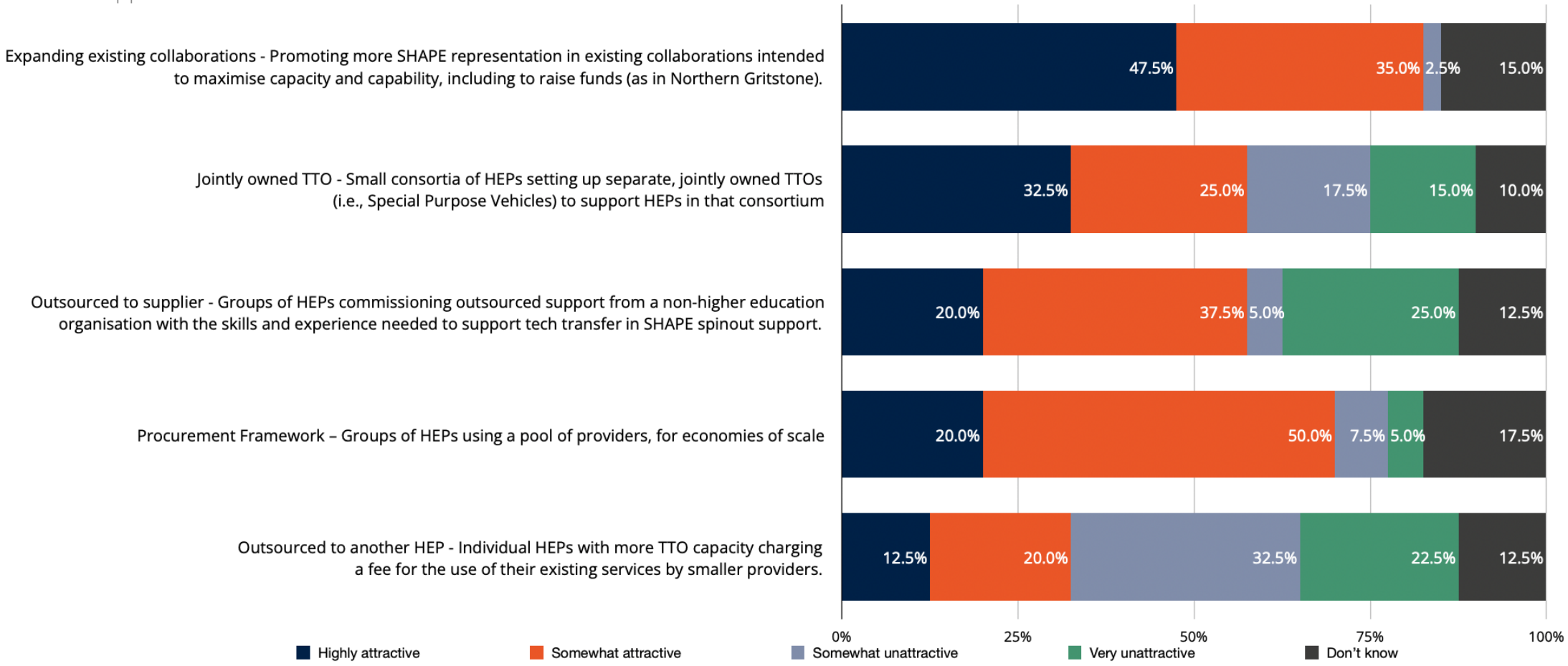
Q20 & Q11: Perception of benefits from accessing shared support for SHAPE commercialisation and Maturity Levels

Answered: 40 Skipped: 12



Q21: Shared or outsourced delivery models. For each of the following models, please indicate how attractive they would be to your institution (for SHAPE commercialisation).

Answered: 40 Skipped: 12



Q21: Shared or outsourced delivery models. For each of the following models, please indicate how attractive they would be to your institution (for SHAPE commercialisation).

Answered: 40 Skipped: 12

	Highly attractive		Somewhat attractive		Somewhat unattractive		Very unattractive		Don't know		Total
Jointly owned TTO - Small consortia of HEPs setting up separate, jointly owned TTOs (i.e., Special Purpose Vehicles) to support HEPs in that consortium	32.50%	13	25.00%	10	17.50%	7	15.00%	6	10.00%	4	40
Outsourced to supplier - Groups of HEPs commissioning outsourced support from a non-higher education organisation with the skills and experience needed to support tech transfer in SHAPE spinout support.	20.00%	8	37.50%	15	5.00%	2	25.00%	10	12.50%	5	40
Outsourced to another HEP - Individual HEPs with more TTO capacity charging a fee for the use of their existing services by smaller providers.	12.50%	5	20.00%	8	32.50%	13	22.50%	9	12.50%	5	40
Expanding existing collaborations - Promoting more SHAPE representation in existing collaborations intended to maximise capacity and capability, including to raise funds (as in Northern Gritstone).	47.50%	19	35.00%	14	2.50%	1	0.00%	0	15.00%	6	40
Procurement Framework – Groups of HEPs using a pool of providers, for economies of scale	20.00%	8	50.00%	20	7.50%	3	5.00%	2	17.50%	7	40
Other (please specify)											2

Other (please specify):

- Prefer to build internal capacity and resource
- Another option would be to create a neutral regional office that supports commercialisation, led by Combined Authorities / Strategic Authorities? Would we have enough influence and would there be enough budget through integrated settlements to make this work? regarding option on existing collaborations: Would a larger piece of lobbying funds managers be better? Existing collaborations are often purpose bound through funding agreements.

Q22: Barriers and enablers. What factors are most likely to influence your decision to engage or not engage in shared practices or an outsourcing model? (i.e., what do you foresee as potential concerns or incentives for your HEP?)

Answered: 40 Skipped: 12

Barriers

Enablers

Some elements can be both enablers and barriers; we placed them in the category that seemed most appropriate, though some may be open to debate.

All answers, classified by category **1/3**

Collaboration & Partnerships

1. University is very keen on exploring collaborations and outsourcing because commercialisation is very under-resourced and is unlikely to be prioritised for significant resource investment in the next few years. Concerns over newer models would probably be around loss of control, this is one reason why spinning off a shared TTO might be less attractive than some of the other options. There's also the difficulty of evaluation and ensuring value for money. However I think the university would be open to looking at all options. Because we do very little commercialisation there is nothing to lose from trying new approaches and in general I find universities are not really in competition in tech transfer, or not much, so there's plenty of opportunity to explore collaboration.
2. Policy and cultural differences between institutions are a barrier to shared services. Early identification, support and steering of opportunities requires knowledge of institution and relationships of trust with staff. There's a reputation issue too. There's also no 'slack' to enable support to smaller institutions. Commercialisation staff work long hours with very little budget and cannot meet demand. The real issue is proper funding for staff to train, travel, undertake market research, seek support when needed and so on. There's also a challenge with recognition for commercialisation among and within dept/faculties. Junior researchers still come under pressure to focus on research bids and not get 'distracted' by commercialisation. But this is not unique to SHAPE, just more prevalent.
3. An incentive would be the ability to create new connections and collaborations between professional staff and researchers.
4. Small institution. Just beginning journey. But we are beginning. We want to do this. We need to partner but very easy for us to become swallowed up as junior partner and lost.

Intellectual Property

1. ip
2. 'Actual IP Commercialisation support' happens in a 'territorial' nature. There is a MUST need for an institution to have IP Commercialisation team or 1-2 professional staff, if the institution is serious about IP Commercialisation.
3. Sharing of IP with other institutions - what best practice is in place for this scenario?

Internal Decision-Making & Control

1. Having the time to dedicate to this kind of initiative. To some degree, we already do this. I have advised academics from several universities across the UK, not part of my role though, but I see this as paying forward, helping with skills and cognition that I have to support others.
2. "Enablers: Unbiased self-management or independent unbiased management of shared TTO/identification and use of expertise within the TTO
    a. Barriers: Cost of out-sourcing where purchase minimums may exist/hierarchy or lack of flat management"
3. potential benefits to my organisation and alignment with our mission/expectations
4. A clear sense that my university would get an equal crack of the whip, and would not be disadvantaged if pipeline were lower than that of other institutions or different from other institutions in type.
5. We provide both commercialisation support and investment to our start-ups. It is important for reasons of quality that we continue to own and lead on the delivery of the full range of activities, and the management of the associated networks.
6. Internal decision making, price, capacity, value

Q22: Barriers and enablers. What factors are most likely to influence your decision to engage or not engage in shared practices or an outsourcing model? (i.e., what do you foresee as potential concerns or incentives for your HEP?)

Answered: 40 Skipped: 12

Barriers

Enablers

Some elements can be both enablers and barriers. I placed them in the category that seemed most appropriate, though some may be open to debate.

All answers, classified by category **2/3**

Costs & Funding

1. accessibility (physical), costs of the shared TTO, a one fits all model
2. The resources needed to engage - can't do this on all fronts concurrently
3. "Barriers:
   a. Cost is the biggest barrier e.g. paying for outsourcing.
   b. Competing interests e.g. prioritisation of other University's projects by shared TTO functions.
   c. Lack of compatibility between the cultures, processes and policies at different universities.

   Enablers:
   a. Being able to access complementary expertise.
   b. If outsourced/shared support could speed up progress.
   - Upskilling of our commercialisation support staff"
1. Costs - also will need a philosophy / expansion of scope change to support SHAPE (currently this is not the case)
2. having internal resource. benefit needs to outweigh investment.
3. Competing for small pots of funding. The time needed for internal support gathering, knocking down barriers to enable the rocess. Divergence in consultancy policies.
4. "Costs, Flexibility, Control, Level of support"
5. Cost and complexity would both be barriers
6. Needs to be incentivized by access to POC funding. Sensitivity to host institutions practices and policies.
7. Time and cost constraints

Institutional Policies & Culture

1. I believe that this is an essential step to allow small/medium size institutions to start developing a culture of research commercialisation. The establishment of consortiums or frameworks that allow for shared practice and TTOs most likely being a good step forward. Other options could include a national framework of advisors (such as KTP) to support and the development of the right practice and expertise across universities that do not currently commercialise research activity.
2. Quality of material being shared. Genuine engagement rather than a set online sharing platform.
3. "- Alignment of our own interest (which are somewhat idiosyncratic thanks to our near-exclusive social science focus) and others.
   a. Somewhat on the flip side, I think it would be very attractive to be able to share some activities or practices with more STEM-focused institutions, to increase and enhance opportunities for cross-disciplinary, cross-institutional partnerships on commercialisation projects, which we see as a key area of potential growth for us.
   b. Concerns around IP and ability to share the sorts of sometimes sensitive information (commercial or otherwise) that would be needed for at least some sorts of sharing.
   c. Outsourcing is generally less attractive because we've invested in internal resource
   d. Need to ensure equal or at least comparable returns on investments made by all sharing partners (i.e. nobody feels like they're putting lots in and getting very little out, while other partners put less in but get a bigger return)
   e. Need for a model that is sufficiently simple to be easily explained to stakeholders here. If they can't easily understand it, they won't buy into it."
4. Commercialisation requires passion and ownership. Shared practices between HEPs could lead to lack of ownership for a project, which could languish as a lower priority. Sharing contacts and leads could benefit one partner to the detriment of another. Outsourcing to a motivated commercial partner with financial KPIs and strong links to business is the first step in commercialising applied research.
5. Recognition of the importance of investing in this area.

Q22: Barriers and enablers. What factors are most likely to influence your decision to engage or not engage in shared practices or an outsourcing model? (i.e., what do you foresee as potential concerns or incentives for your HEP?)

Answered: 40 Skipped: 12

All answers, classified by category **3/3**

Barriers

Enablers

Some elements can be both enablers and barriers. I placed them in the category that seemed most appropriate, though some may be open to debate.

Staffing & Capacity

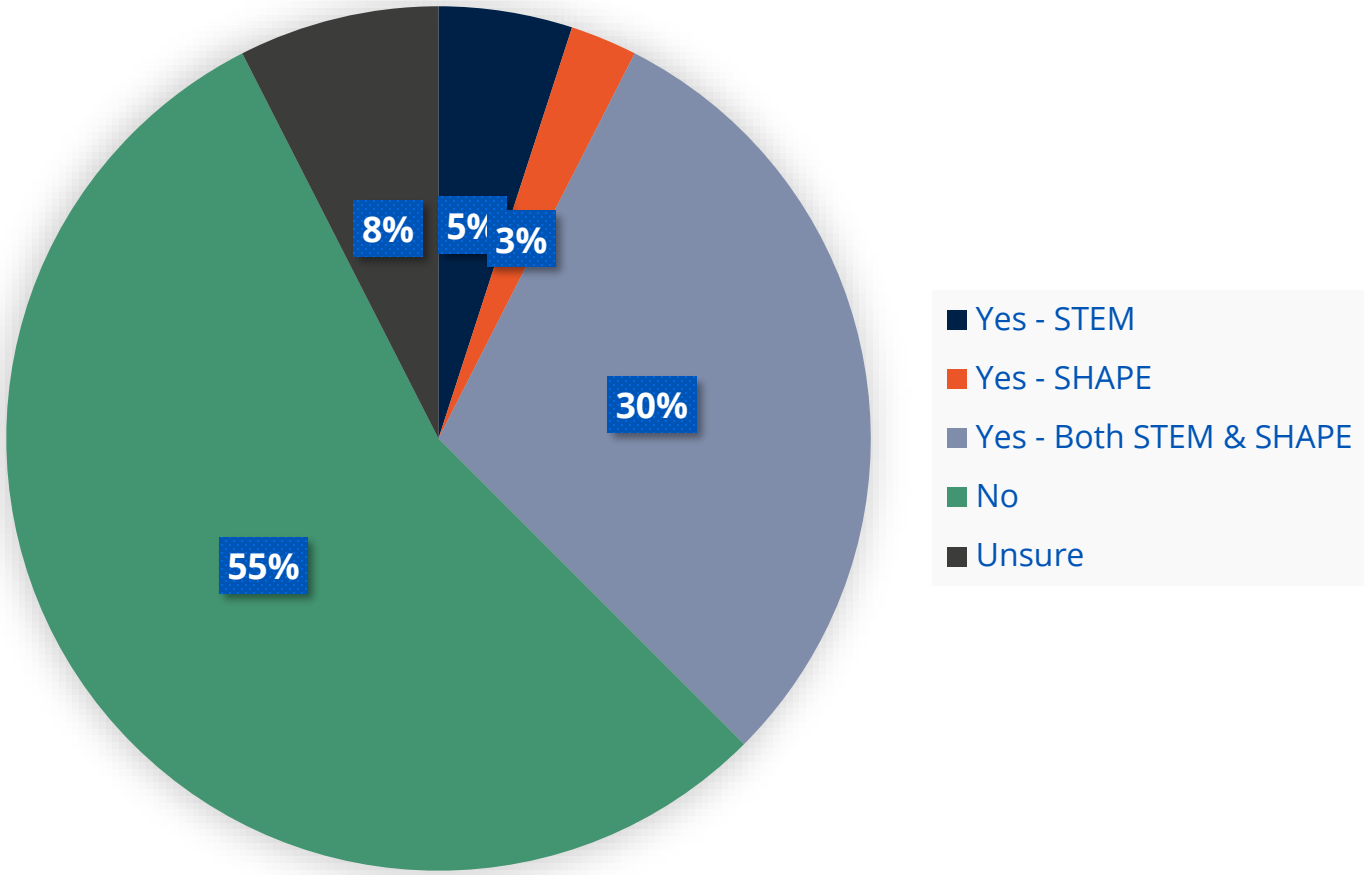
1. Lack of capacity - we have a very small TTO so it depends on the process. It may not work for a small team
2. Lack of capacity or available funding
3. Current team capacity could lead to outsourcing, although I'd rather put resource to internal team building. Building internal relationships and maintaining these is of utmost importance.
4. Staffing; Financial challenges; increased workload.

Uncategorized

1. Lacklustre Academic Interest
2. Not sure.
3. "Barriers: lack of control and influence; fear of competitors gaining too much insight into our IP; budget commitments required for an outsourcing model - if it was a small percentage of HEIF that gets collected from a large number of orgs it might remain under the pain threshold.
   Enablers: a good SLA with clear benefits to each HEI,"
4. We would not wish to participate in an outsourcing model, we take a holistic and unified approach to commercialisation across the university and would not want to have parallel structures and process for SHAPE and STEM. We would be interested in light touch arrangements such as sharing of best practice and joint funding opportunities etc.
5. Scale and maturity of institutions
6. Shared practices is fine. Outsourced model not.
7. potential conflict of interest, loss of competitive advantage, loss of tacit knowledge about a university specifics

Q23: Past sharing experience. Are you currently, or have you in the past, taken part in any formal commercialisation sharing activities with another HEP? (For example: sharing money, people, or delivery of support, rather than informally sharing knowledge.)

Answered: 40 Skipped: 12

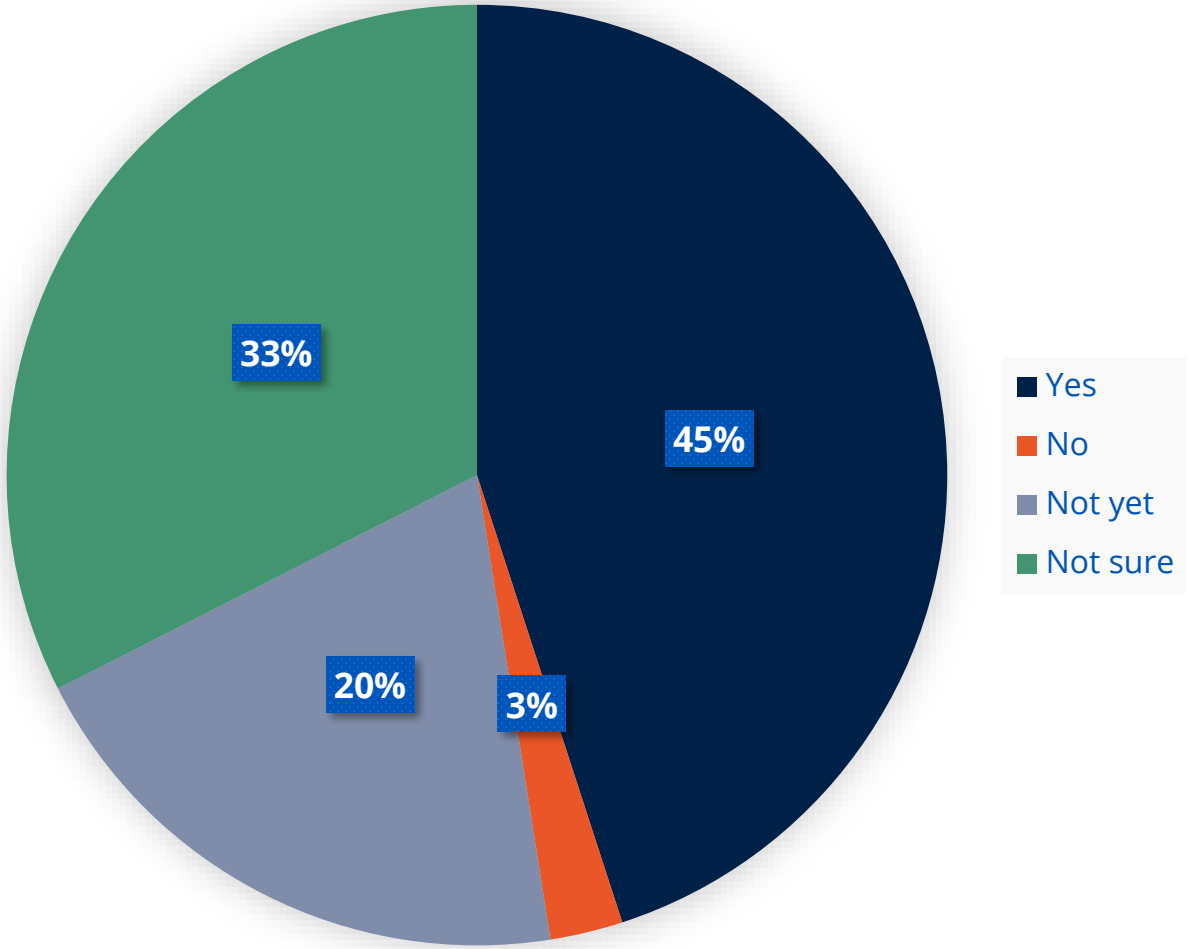


ANSWER CHOICES	%	#
Yes - STEM	5%	2
Yes - SHAPE	3%	1
Yes – Both STEM & SHAPE	30%	12
No	55%	22
Unsure	8%	3
TOTAL		40

15 respondents have or currently share with other HEPS; 5 of these are current CCFs; 2 are MICRA/ midlands initiatives; 1 NTT; 1 NHS; 1 events

Q24: Future ability to share. Do you consider that your HEP has, in theory, expertise and/or capability that would be useful for other TTOs to access?

Answered: 40 Skipped: 12



ANSWER CHOICES	%	#
Yes	45%	18
No	3%	1
Not yet	20%	8
Not sure	33%	13
TOTAL		40

Nine of the HEPS who are willing to share provided comments (next slide). Most mentioned sharing **expertise and experience**; but **capacity** was repeatedly mentioned as a limitation.

Q24: Please can you tell us more about your answer above. (i.e., if yes. what expertise or capability would you be willing to share? If no, why not?)

Answered: 14 Skipped: N/A

Q24 Answer	Q24 Comments (Raw Data)
Yes	[UNIVERSITY] has a great team and a great approach to commercialisation which may benefit others. We are a relatively small to (to research income) and so don't current have sufficient **capacity** to offer a service to others, unless it was sufficient for us to being in additional resource.
Yes	But the problem is not expertise of capability, but **capacity**.
Yes	Design thinking, prototyping, establishing Innovation Studio, industry links, employability and entrepreneurial skills
Yes	Experience and understanding of the particular issues in undertaking commercialisation activities at a post 92 university
Yes	Happy to collaborate with others including sharing documents, templates, process and delivering shared training/accelerators.
Yes	See response to 22 above.
Yes	Strong in practice based research and capture of outputs e.g. arts/ creative practice
Yes	We have capability but are very busy with our own opportunities so **capacity** would be an issue
Yes	We have lots of specific social science innovation and commercialisation experience which we would be both willing and able to share, particularly in exchange for / as a way into more cross-disciplinary partnerships in the commercialisation and innovation area.
Not yet	Similar to before, we don't have the institutional expertise across commercialisation practices. We have a very strong research profile which is increasingly recognised by national funders, but to conduct research and not necessarily commercialise it.
Not yet	Small institution without infrastructure
Not yet	There's been very little commercialisation activity at [UNIVERSITY] and as our research portfolio has scaled up, our commercialisation activities have not followed. Partly this is to do with the fact we do a lot of SHAPE research which does not have commercial outputs, partly that our STEM research focuses on working with partners and improving their background IP, but mostly it is probably a matter of culture change and resources. The university is involved in a number of projects to improve this position - apart from the 2 mentioned above, we are also part of the [NAME OF PROGRAMME] to improve applications from under-represented universities, and we have our own internal project to identify barriers and make recommendations for improvements.
Not yet	We have extensive skills and knowledge in STEM commercialisation, but less in SHAPE so likely not much to share
Not sure	Very small TTO team, linked teams are still learning about commercialisation. There are successful projects that might yield good practice e.g. [UNIVERSITY] is leading the [NAME OF PROJECT]. Highly successful incubator attracting good mix (EDI) of entrepreneurs / SMEs and regionally leading in student start-ups. [UNIVERSITY's] innovation centre provides highly successful consultancy services.

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6. Final questions

If you have time, we would be most grateful if you can tell us more about the following questions. Otherwise, please click "Done" to complete your survey response.

Q25. Where do you feel you could most benefit from sharing SHAPE commercialisation support or pooling resources?

Answered: 23 Skipped: 29

Training and Mentoring for Academics & Professional Services

1. training for academics and professional services. sharing resources.
2. We're at the stage where we need a practical approach, which is likely to be mainly through training and mentoring of our academics to encourage a more entrepreneurial mindset, because we don't have the resources to offer a lot of support for spin-outs if they are not likely to generate a financial return. a lot of our SHAPE academics are enterprising people but they don't see themselves as entrepreneurs, so it would be great to be able to help them see that having a start-up or spin-out is a viable pathway for them. we're aware there are training options out there - ARC accelerator is conducting a workshop at Manchester Met in March. pooled resources for something specific for eg PhDs would be fantastic - also pooled resources for training TTO staff.
3. Staff development; systems and procedures/policies. funding opportunities.
4. SHAPE opportunities often require more validation, staff require more hand-holding and routes to market/business models are more diverse. It therefore takes more work by a TTO to support. With less opportunity for investment, more bootstrap approaches, there's little opportunity to build a team with experienced externals so the academic has to do most things themselves. That can mean leaving academia to 'give it a go' alone. Not attractive unless the individual is very confident in the opportunity. The challenge is to raise the profile of SHAPE commercialisation, improve funding for commercialisation activity, so that institutions can resource it and buy support as/when needed, create opportunities for TTO training, sharing and KE, and address the obstacles within institutions that put researchers off pursuing commercialisation.

Best Practices and Knowledge Sharing

1. Establishing SHAPE incubators (virtual or otherwise) to get SHAPE academic entrepreneurs together to help them discover ways of achieving their goals/sharing resources for improving business sustainability. sharing best practices.
2. I would be happy to join a best practice group to share experience.
3. Learning about best practice, success stories and opportunities to network with those undertaking SHAPE projects

Funding and Investment Opportunities

1. One important benefit would be to highlight sources of funding (grants, sponsorships, angel investment) for SHAPE activities.
2. We can improve our support for start ups and developing new products but we are active in it. where we have little expertise is post ideation/prototyping i.e. investment and commercialisation
3. Identifying management teams, EiRs, licensees and investment/investor networks.

Commercialisation and Entrepreneurship Support

1. Inspiring interest in the variety of possible routes. providing know-how guidance
2. IP commercialisation
3. Direct project support
4. knowledgeable resources: this would reduce the time spent on processing and progressing ideas
5. Probably around sharing opportunities for co-development and partnerships and for early-stage development and investment, plus sourcing talent for founding teams for projects at a later stage. very, very few of our academics have any interest in leaving academia to run a business and we would definitely benefit from access to a bigger and broader pool of people who might like to step in and take new ventures based on our research forward.

Collaboration and Networking

1. The most benefit is a team approach to the development of ideas and ventures. it would be most beneficial if outside support worked with embedded YTTO to move forward and help generate teams to move projects on and income generation. expertise in sectors as well.
2. Getting in touch with decision makers in industry is the hardest part of TT. creating an accessible way to work with industry to solve real world problems is paramount
3. Our faculty of arts, design and media is highly productive and slowly building up enterprise activity. social sciences is very much lagging behind. getting more capacity for ADM would be great and getting ideas on how to work with the social/education groups would also be of benefit.

Policy, Procedures, and Infrastructure Development

1. need to develop policy and procedures and infrastructure

Awareness and Promotion

1. Raising awareness and opportunities
2. Raising awareness and business planning in the SHAPE arena

Uncertain or No Response

1. N/A
2. Not sure

Q26: Is there anything else you would like to tell us that we haven’t asked about?

Answered: 8 Skipped: 44

Raw Data

- Please note this is completed form the view of the university's TTO / commercialisation team - as mentioned we don't currently support SHAPE opportunities, so any support etc is all upside
- For smaller institutions the burden of REF and KEF included related compliance is too high! Of course, Research and Innovation is important for us and so is student experience where large proportion of our resources are devoted.
- No
- Happy to discuss any of this further
- N/A
- It would be great to have a shared SHAPE framework that could be used across all institutions
- no
- Nothing to add.

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