

CSTP-TIP Workshop:

Boosting knowledge transfer between science and industry: **New models and business practices**

14 March 2018
Paris, OECD Conference Centre

Workshop summary



About the workshop

Science-industry interactions are widely recognised as key to foster innovation: they allow coordination of efforts and exploitation of synergies among science and industry; increase the impact of publicly-funded research; and stimulate the development of science-based activities. Science-industry knowledge transfer can also play a critical role in building more sustainable and inclusive societies, if efforts are devoted to collaborative research that supports innovation to address social challenges (such as environmental sustainability and health-related challenges).

Over the last decades, a variety of instruments have been implemented to strengthen science-industry knowledge flows. These include financial incentives for collaborative research; researchers' mobility programmes that allow them to temporarily join industry; or cluster and incubator policies that improve opportunities for collaborations in specific regional contexts, among others.

While boosting knowledge transfer between science and industry remains at the top of the innovation policy agenda, the current context of digital transformation is giving rise to new questions: How is this changing context affecting the opportunities for science and industry to interact? Are traditional policy instruments still relevant? How to manage data flows? What are new emerging practices to promote knowledge transfer? In which ways can digital technologies help to improve design and implementation of policies?

The [workshop](#) “Boosting knowledge transfer between science and industry: New models and practices” looked at these new challenges for knowledge transfer between science and industry in the digital age and implications for policy. Jointly organised by the [OECD](#) and [France Stratégie](#) on 14 March 2018, the workshop brought together more than [100 experts from academia, business and policy](#) in the OECD Conference Centre in Paris.

The workshop addressed the following policy issues:

- [New policy instruments](#) and [emerging practices](#) implemented in the context of digital transformation to foster knowledge transfer between science and industry.
- [Business perspectives](#) on opportunities, challenges and needs for knowledge transfer.
- [Innovation policy responses](#) to emerging opportunities and challenges for knowledge transfer.

The [agenda](#) and [speakers' presentations](#) are available on the [workshop's webpage](#). The outcomes of the workshop contribute to the [TIP project on Assessing the Impacts of Knowledge Transfer and Policies](#). For more information on the TIP Project, see the [project's webpage](#).

Main 10 takeaways from the workshop

New practices of knowledge sharing

1. Platforms play an important role in creating the conditions for knowledge transfer between industry and science.

With new opportunities of digital platforms, new opportunities for identifying possible partners and building collaborations are possible. An example is Korea's Patent Commercialisation Platform (PCP) which connects researchers from 24 universities and more than 8 000 SMEs. The PCP employs experts that provide advice to SMEs and match SMEs to university technologies to support technology transfer. The PCP also offers follow-up financing for commercialisation of these technologies by SMEs.

2. Industry-science collaborations are more important than ever in emerging technology fields, such as artificial intelligence and big data analytics.

Large firms are collaborating in diverse ways with leading international universities to investigate productivity-enhancing applications of emerging technologies. German company Siemens, for instance, has established Centres of Knowledge Exchange across eight technical universities in order to stay up-to-date in new research fields.

3. Effective knowledge transfer happens where researchers move frequently between industry and science.

This requires building conditions allowing for “revolving door” two-way mobility for researchers to temporarily join industry and for industry researchers to temporarily participate in university activities.

New policy models

4. The increased speed of innovation calls for flexible policy instruments

Flexible policy instruments allow for experimentation, and that are characterised by little red tape, low barriers to participate. DARPA-style support schemes are an example of a successful support scheme with these characteristics.

5. Universities may want to invest more in profiling.

Universities may want to invest in those research fields where they have a comparative advantage and market those to potential industry partners. As emphasised by industry representatives, such profiling can help them more easily identify which university to turn to for collaborative research. These strategies, however, need to be weighed against the rising importance of multi-disciplinarity and education and basic research roles of universities.

Policy implications

6. There is no “one-size-fits-all” knowledge transfer policy mix.

Policies have to adapt to the type of research institutions and industries. For instance, policies in support of university patenting will be more useful for industries that rely on patented technologies compared to other sectors.

7. Policy needs better guidance on how to adapt policy instruments to different contexts.

The mix of policy instruments in support of knowledge transfer needs to be adapted to different sizes and R&D capacities of enterprises, as well as types of education and research institutions present in a country and region. This should be done in consultation with local stakeholders from science and business.

8. Finding the right balance between universities’ engagement with industry and focus on basic research is a topic of much policy debate.

While the push for universities to engage more with industry may help support innovation, this push may also lead researchers to engage in less risky, less radical projects and to reduce the long-term stock of knowledge for innovation. Whether there is a threat to basic research from more engagement with businesses depends on the countries, regions, institutions and researchers.

9. New funding models for universities and research intermediaries (with emphasis on profitability) may turn them into competitors of industry rather than “intermediaries”.

The implications of this development for knowledge transfer need to be critically assessed.

10. Evaluation matters.

Better metrics are called for to capture knowledge transfer and better evidence is needed on the impacts of public research on innovation. This includes in particular capturing better the different channels of knowledge transfer. It also requires understanding cross-country evidence on impacts of public research to investigate how the economic, institutional and policy context matters for impact.

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1. Advanced experiments in knowledge transfer

The first session of the workshop provided different perspectives on advanced experiments in knowledge transfer.

“Policy makers need a toolkit of policy instruments that cover different formats of knowledge transfer.”

- Bruno Rostand, Université Paris Sciences et Lettres Paris Science and Lettres

1.1. Public-Private Partnership Photonics21, European Union

Markus Wilkens described how public-private partnership Photonics21 provides an effective network to support research and industry in the field of photonics, the science of light (photon) generation, detection, and manipulation and has a broad range of applications, including in the fields of autonomous driving, medical diagnostics, Industry

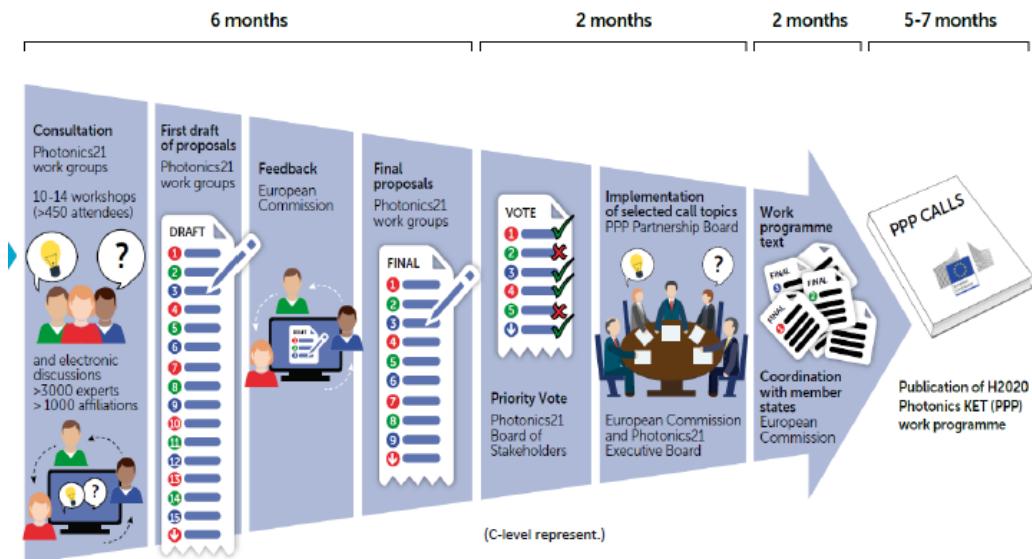


Markus Wilkens
Head of Operations, Photonics21

4.0 and smart farming. Photonics21 is a European science-industry consortium of more than 3 300 business and leading research institutes from multiple countries in the field of photonics. Photonics21 aims at aligning public and private investments in commonly agreed research and innovation priorities, so as to speed up the process of research commercialisation or ‘from the Lab to the Fab’. It also advises the European Commission for Horizon 2020 calls that fund state-of-the art industrial research in the field of photonics, through an open and transparent decision process (Figure 1).



Figure 1. Selection of Horizon2020 Programme Priorities by Photronics21 Members



Note: Photonics21 makes membership open to academia and industry and has more than 3300 members in 2018. The members can decide on the Horizon2020 Programme Priorities that are proposed to the European Union by joining the Working Group on Key Emerging Technologies (KET) Calls and the Working Group on the Photonics21 Multiannual Roadmap.

Source: Presentation by Markus Wilkens, available [here](#).

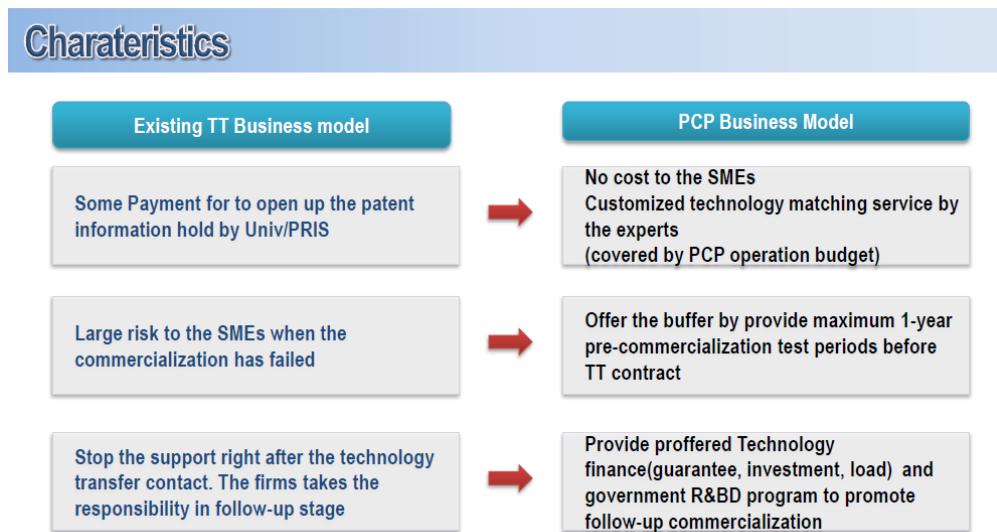
1.2. Patent Commercialisation Platform, Korea

Byeongwon Park from the Korean Science and Technology Policy Institute (STEPI) discussed the Korean Patent Commercialisation Platform. The platform showcases the technologies patented by 24 Korean universities for industry, including in particular 8 000 SMEs. Experts employed by the platform help SMEs find suitable technologies at no cost to SMEs. The platform has been very successful in creating matches. In Seoul Metropolitan area, more than 200 cases of technology matching and commercialisation involving SMEs have been successfully carried out. The platform also provides follow-up funding in the form of guarantees and loans to support and speed up for the commercialisation of university technologies by SMEs (see Figure 2).



Byeongwon Park
Research Fellow, Science and
Technology Policy Institute (STEPI), and
Vice-chair of the TIP Working Party

Figure 2. Characteristics of the Patent Commercialisation Platform



Source: Presentation by Byeongwon Park, available [here](#).

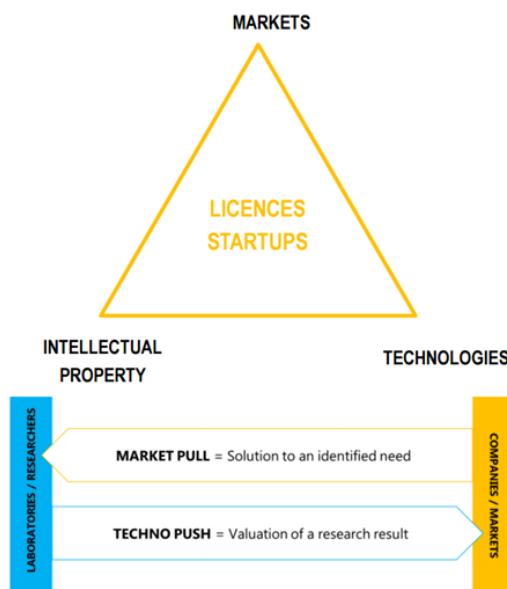
1.3. SATT Science Transfer Centres, France

Maylis Chusseau, from the SATT Aquitaine Science Transfer, presented the SATT Science Transfer Centres which are at the heart of France's approach to support knowledge transfer. These centres, currently 14 located in different regions, are legal entities with the mandate and exclusive license for the valuation of the research results of universities and public research institutes. They mainly engage in licensing of IP and support of business creation that make use of it (Figure 3). They receive their funding from the French Investments for the Future (PIA) programme that provides EUR 851 million for 10 years.



Maylis Chusseau
President, SATT Aquitaine Science Transfer

Figure 3. Positioning of SATT Science Transfer Centres between research and markets

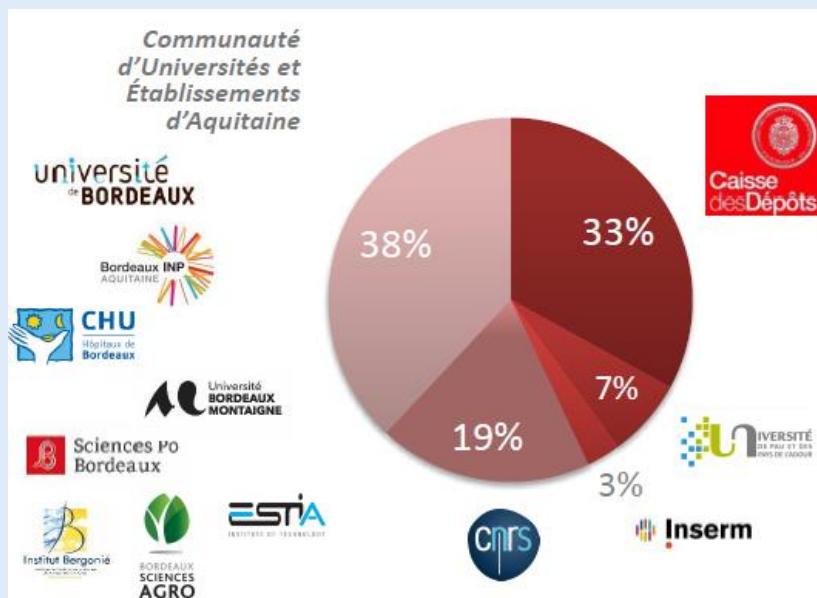


Source: Presentation by Maylis Chusseau, available [here](#).

Box1. SATT Aquitaine Science Transfer

The SATT Aquitaine Science Transfer has the exclusive license to commercialise intellectual property of research establishments of the Aquitaine region with its 5 500 researchers and 3,100 doctoral students (Figure 4). The centres serve as a one-stop-shop for researchers and industry, and were created by merging previous technology transfer organisations.

Figure 4. Shareholders of SATT Aquitaine Science Transfer



Source: Presentation by Maylis Chusseau, available [here](#).

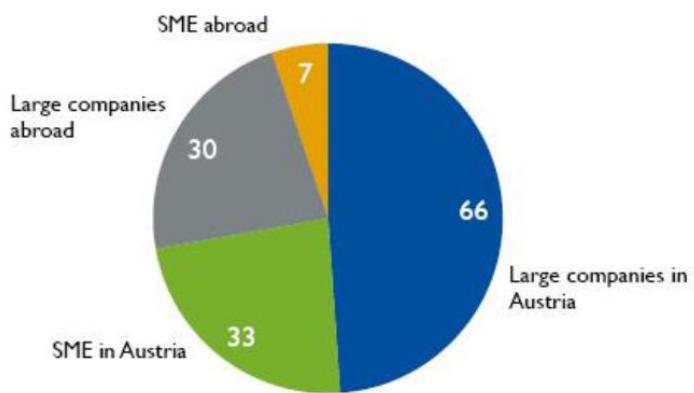
1.4. Christian Doppler Laboratories, Austria



Haio Harms
Executive Board Member, Christian Doppler
Forschungsgesellschaft

Austrian Christian Doppler (CD) laboratories, presented by **Haio Harms**, are collaborative research projects between industry and science that are established for up to seven years. They are established within the existing infrastructure at universities. Industry proposes and co-funds 50% of these projects. To be selected and receive public co-funding, the projects have to involve basic research. While industry owns intellectual property stemming from the research, the researchers are free to use 30% of the project's funds for blue-sky research or their scientific freedom. Research outcomes have to be published in peer-reviewed scientific journals.

Figure 5. Structure of business partners by firm size and origin, 2016



Source: Presentation by Haio Harms, available [here](#).



1.5. Cap Digital, France

Cap Digital is a science-industry cluster located in Paris, France, with more than 1 000 members including 900 SMEs in the fields of artificial intelligence, connected environments, health and well-being, culture, media, and advertising. The board of Cap Digital comprises representatives of public institutions and laboratories, universities and the

Philippe Roy
Deputy Executive Officer,
Cap Digital



business community. According to **Philippe Roy** from Cap Digital, the cluster is engaged in around 2 700 R&D projects with a combined investment worth of EUR 890 million. Beyond research projects, Cap Digital's main format supporting knowledge transfer is the organisation of workshops and events in key emerging technologies such as artificial intelligence and big data (Figure 6).

Figure 6. Examples of R&D and knowledge transfer events organised by Cap Digital



Note: Cap Digital organised more than 100 R&D and knowledge transfer events in 2017.
Source: Presentation by Philippe Roy, available [here](#).

2. Business perspectives on knowledge transfer

Session 2 offered **perspectives from leading R&D firms** on their collaborations with universities, the opportunities and challenges and how policy could support knowledge transfer.



Gilles de Margerie
Commissioner of France Stratégie

"To better understand science-industry linkages and define policies, it is important to bring together stakeholders such as universities and business associations."

- Gilles de Margerie, Commissioner of France Stratégie

2.1. Siemens

Max Riedel presented Siemens' rationale for collaborating with universities. Siemens is a global leading R&D company with headquarters in Munich, Germany, with more than EUR 5 billion in R&D expenditures per year. Around 3 500 of the company's 7 000

inventions per year result from co-operations with universities. The main reason for Siemens to engage with science is to be up to date on the latest trends, cutting edge technologies and innovation. The company has established the Siemens' Centre of Knowledge Exchange (CKI) Programme to engage closely with selected leading universities. Siemens is funding CKI manager at 8 universities located in Germany, Austria, China and the United States (Figure 7). The CKI managers are important points of contact to inform Siemens about potential collaborations, state-of-the-art research, and emerging technologies.

Figure 7. Siemens' Centre of Knowledge Exchange (CKI) Programme



Source: Presentation by Max Riedel, available [here](#).



Max Riedel

Senior Consultant, Siemens, Germany

Siemens also actively engages with universities to get access to talent. It is engaged in the co-development of university curricula, especially for digital skills. The company also organises hackathons jointly with universities where students can experiment with products that are not yet in the market. The company engages with students by providing them with challenges whereby students asked to develop new business models based on using unused Siemens patents (Figure 8).

Figure 8. Siemens' approaches to access talent at universities



Source: Presentation by Max Riedel, available [here](#).

Mr. Riedel concluded with the following suggestions regarding challenges that policy should address (Box 2).

Box 2. Siemens' view on challenges that policy should address

- Establish **professional cooperation facilitators at universities** (e.g. CKI managers).
- Make **non-scientific achievements part of the evaluation** for new academic positions.
- Support **mobility from universities to industry** and vice-versa.
- Introduce **innovation challenges** (similar to DARPA challenge, see above).
- Support **feasibility studies** with short evaluation, short runtime, little overhead (e.g. Innovate UK).
- **Do not make patents a general measure of technology transfer success** for universities.
- **Higher basic funding of research institutes** and stronger role of university management.

2.2. Ferrovial

Ferrovial is a global transport, urban and services infrastructure management company



with headquarters in Spain. The company's sectors of activity include airports infrastructure, construction, toll road management, urban and industrial waste treatment, and water treatment. It engages in close collaboration partnerships with universities, as introduced by [Alberto Lopés-Oleaga](#). One key reason for engagement with universities is to broaden the company's perspective away from a short-term mindset embracing a more long-term, ambitious perspective on new technological possibilities for the industry.

Alberto Lopés-Oleaga
Director of Innovation and Processes, Ferrovial

Ferrovial's model of collaboration include open research calls for universities, participation in science-industry consortia, long-term research collaborations, e.g. with MIT, and engagement with regional universities. Ferrovial funds regional university research of potential value to the company.



2.3. Novo Nordisk

Søren Bregenholt explained the motives behind Novo Nordisk's engagement with universities. Novo Nordisk is a global healthcare company with headquarters in Copenhagen, Denmark, that engages in global collaborations with R&D centres, academia, biotech companies and business consortia. He emphasised that many ideas and technologies for Nordisk's products stem from universities. Novo Nordisk has three main channels of interaction with universities (See Box 3).



Søren Bregenholt
Corporate Vice President and Head of R&D External Innovation and Strategy, Novo Nordisk

Box 3. Novo Nordisk's channels of interaction with universities

1. **Research collaborations** to gain access to emerging technologies and state-of-the-art research while universities benefit from the company's funding
2. **Fellowship programmes** to get access to talent and build research networks; and
3. **Public-private partnerships** to conduct risky research. Aside from collaborating with university, the company also engages in alliances with other firms to develop new products and know-how.

Figure 9. Novo Nordisk approaches to engagement with universities

1 Research collaboration	2 Fellowship program	3 Public Private Partnership
Access to technology Know-how Capacity	Talents Academic network Know-how	Know-how Capacity Risk sharing
Novo Nordisk contribution: Funding	Novo Nordisk contribution: Funding Know how	Novo Nordisk contribution: Funding Know how Researchers

Source: Presentation by Søren Bregenholt, available [here](#).

3. Lessons learnt and future perspectives for policy



Caroline Paunov
Senior Economist, Directorate for STI, OECD

"The OECD identified key challenges to science-industry linkages with a 2002 OECD report that set out specific policy recommendations. Much has changed since then requiring evaluating these policy approaches."

- Caroline Paunov, Senior Economist
Directorate for STI, OECD

Group discussions and the **final workshop panel** discussed next step for policy to support science-industry collaborations. These are summarised in the main takeaways of the workshop. Main points raised by speakers of the policy panel are summarised below.

According to **Prof Mathias Fink**, university reforms in France have led to professionalisation of knowledge transfer. He also expressed concern about researchers' freedom to decide how to engage with industry, according to Prof. Mathias Fink from the ESPCI Paris and the Langevin Institute. University management in France, for instance, created Technology Transfer Centres with experts to provide professionalise services for researchers. However, researchers have less freedom to decide how they want to engage with industry as there is a strong push for formal research collaborations.



Prof. Mathias Fink
Professor at ESPCI Paris and Director of the
Langevin Institute

A challenge for policy is to increase knowledge exchange and mobility of people between industry and science, as pointed out by **Anne Kjersti Fahlvik** from the Research Council of Norway. Many universities have incubators and science parks that encourage students to co-operate with firms. The mobility of PhDs and researchers is particularly critical at this stage of the digital transformation that requires fundamental and applied research.



Anne Kjersti Fahlvik
Executive Director, Norwegian Research Council

Policy can take advantage of the rising number of start-ups and SMEs applying for grants to work with universities, as was highlighted by **Ryan Hampel** from Innovation, Science and Economic Development Canada. Innovation policies of the last decade successfully nurtured a start-up environment around universities. However, especially SMEs need policy attention because they engage to a lesser extent with other firms and universities. However, surveys show that SMEs are increasingly interested in interacting more with research institutions, especially with universities of applied science.

Prof. Hidetoshi Kotera from the Kyoto University, Japan, called for a stronger engagement of researchers with industry in the field of digital technologies. Researchers' performance evaluations need to take into account their engagement with industry without any detriment to basic research. A right balance needs to be found by university governance and policy.



Ryan Hampel
*Innovation, Science and Economic
Development*



Prof. Hidetoshi Kotera
*Professor, Kyoto University,
Graduate School of Engineering*

List of speakers

Søren Bregenholt, Corporate Vice President and Head of R&D External Innovation and Strategy, Novo Nordisk, Denmark

Maylis Chusseau, President, SATT Aquitaine Science Transfert, France

Gilles de Margerie, Commissioner of France Stratégie, France

Anne Kjersti Fahlvik, Executive Director, Norwegian Research Council, Norway

Prof. Mathias Fink, Professor at ESPCI Paris and Director of the Langevin Institute, France

Lars Frølund, Development Manager, Aarhus University, Denmark, and Research Affiliate, MIT Innovation Initiative, Massachusetts Institute of Technology, United States

Göran Marklund, Deputy Director General for External Matters, VINNOVA, Sweden, and Chair of the OECD Working Group on Innovation and Technology Policy (TIP)

Dominique Guellec, Head of Division, Directorate for Science, Technology, and Innovation (STI), OECD

Ryan Hampel, Science Programs and Partnerships, Innovation, Science and Economic Development Canada

Haio Harms, Executive Board Member, Christian Doppler Forschungsgesellschaft (CDG), Austria

Prof. Hidetoshi Kotera, Technical Advisor to the Ministry of Education, Culture, Sports, Science and Technology (MEXT), and Professor at the Kyoto University, Graduate School of Engineering, Japan

Alberto Lopés-Oleaga, Director of Innovation and Processes, Ferrovial, Spain

Byeongwon Park, Research Fellow, Science and Technology Policy Institute, Korea, and Vice-Chair of the OECD Working Group on Innovation and Technology Policy (TIP)

Caroline Paunov, Senior Economist, Directorate for Science, Technology, and Innovation (STI), OECD

Dirk Pilat, Deputy Director, Directorate for Science, Technology and Innovation (STI), OECD

Max Riedel, Senior Consultant University Relations, Siemens, Germany

Bruno Rostand, Director of Innovation and Entrepreneurship, Université Paris Sciences et Lettres, France

Philippe Roy, Deputy Executive Officer, Cap Digital, France

Patrick Vock, Chair of the OECD Committee for Scientific and Technological Policy (CSTP)

Markus Wilkens, Head of Operations, Photonics21, European Union

Agenda

Wednesday, 14 March 2018

Opening and introduction to the workshop

9h30-10h00

Chair: Patrick Vock, Chair of CSTP

Speakers:

- **Dirk Pilat**, Deputy Director, Directorate for Science, Technology and Innovation, OECD
- **Gilles de Margerie**, Commissioner of France Stratégie

Panel 1: Advanced experiments in knowledge transfer

10h00-11h15

The session will present different experiments that have helped in making knowledge transfer work where it had not worked before. Questions to be addressed by the panel speakers include:

- What are new instruments and emerging practices implemented to foster knowledge transfer between science and industry?
- In what ways should traditional policy instruments be adjusted in order to better respond to emerging challenges?

Chair: Bruno Rostand, Director of innovation and entrepreneurship, Université Paris Sciences et Lettres

Speakers:

- **Haio Harms**, Executive Board Member, Christian Doppler Forschungsgesellschaft (CDG), Austria
- **Maylis Chusseau**, President, SATT Aquitaine Science Transfert, France
- **Byeongwon Park**, Research Fellow, Science and Technology Policy Institute (STEPI), Korea, and vice-chair of the TIP Working Party
- **Markus Wilkens**, Head of Operations, Photonics21

11h15-11h45 – Coffee break

Panel 2: Business perspectives on knowledge transfer

11h45-13h00

The session will involve representatives from companies that collaborate with research institutions to understand better their motivations. Questions to be addressed by the panel:

- What role do collaborations with universities play for business? How is this role likely to evolve in the future in the context of the digital transformation and other market trends?
- What are the key challenges in for successful university-industry collaboration and how can policy-makers help?
- Have businesses identified particular mechanisms or policies which work/does not work well?

Chair: Lars Frølund, Development Manager, Aarhus University and Research Affiliate, MIT Innovation Initiative, Massachusetts Institute of Technology

Speakers:

- Max Riedel, Senior Consultant University Relations, Siemens, Germany
- Søren Bregenholt, Corporate Vice President and Head of R&D External Innovation and Strategy, Novo Nordisk, Denmark
- Alberto Lopés-Oleaga, Director of Innovation and Processes, Ferrovial, Spain
- Philippe Roy, Deputy Executive Officer, Cap Digital, France

13h00-14h30 – Lunch

Breakout session: Recent experiences and policy lessons

14h30-16h00

Breakout groups will discuss recent experiences in countries and policy lessons learnt. The starting point will be a set of recommendations made in the OECD 2002 report on "Benchmarking Industry-Science Relationships" that includes notably (p. 9-11): preserving the mission of the public research sector, ensuring appropriate frameworks for Intellectual Property, establishing bodies to transfer knowledge, targeting smaller firms, mobilising human resources, improving the evaluation of research, building of clusters and networks.

Questions the groups will address include:

- To what extent have these recommendations been successfully implemented in countries?
- Are these recommendations still up to date?
- What new policy lessons are suggested by the recent experience of countries

Breakout group 1 (room MB1122)

Topic: Policies for knowledge transfer targeted at the public research side

Chair: Agni Spilioti, Director, Policy Planning Directorate, Ministry of Education, Research and Religious Affairs, Greece

Ice-breaker intervention: Wolfgang Polt, Director, Institute for Economic and Innovation Research, Joanneum Research, Austria

Support: Martin Borowiecki, Junior Economist/ Policy Analyst, OECD

Breakout group 2 (room MB3122)

Topic: Policies for knowledge transfer targeted at the business side

Chair: Ian Hughes, Senior Policy Advisor, Department of Jobs, Enterprise and Innovation, Ireland

Ice-breaker intervention: Agnès Estibals, Deputy Director, Science Technology and Innovation economics, Department of Business, Energy and Industrial Strategy (BEIS), UK

Support: Sandra Planes, Junior Policy Analyst, OECD; Teru Koide, Economist, OECD

Breakout group 3 (room MB4122)

Topic: Policies for knowledge transfer targeted at the business side

Chair: Benat Bilbao-Osorio, Senior Economist, European Commission

Ice-breaker intervention: Chris Cannizzaro, Foreign Affairs Officer, US Department of State, and vice-chair of the CSTP

Support: Andrés Barreneche, Policy Analyst, OECD

Breakout group 4 (room CC6)

Topic: Policies for knowledge transfer targeted at the public research side

Chair: Patrick Monfray, Deputy Director of Strategy, Research and Innovation Service, Ministry of Higher Education, Research and Innovation (MESRI), France

Ice-breaker intervention: Yongsuk Jang, Senior Research Fellow, Science and Technology Policy Institute (STEPI), Korea

Support: Diogo Machado, Junior Economist/ Policy Analyst, OECD; Blandine Serve, Statistician, OECD

16h00-16h30 – Coffee break

Panel 3: Knowledge transfer policies: lessons learnt and future perspectives

16h30-18h00

The panel will take stock of the discussions of the day and reflect on what an action plan to boost knowledge transfer could look like. Questions to be addressed by the panel include:

- What have we learnt over the past two decades on what works and what does not work with regards to knowledge transfer?
- How does the changing context (e.g. digital transformation, globalisation) impact on the effectiveness of existing policy instruments?
- Should policy measures be revised in view of such changes?
- What are future perspectives for knowledge transfer policies?

Chair: Göran Marklund, Deputy Director General for External Matters, VINNOVA, Sweden, and Chair of the TIP Working Party

Speakers:

- Prof. Mathias Fink, Professor at ESPCI Paris and Director of the Langevin Institute, France
- Prof. Hidetoshi Kotera, Technical advisor to MEXT; Professor, Kyoto University, Graduate School of Engineering, Japan
- Anne Kjersti Fahlvik, Executive Director, Norwegian Research Council, Norway
- Ryan Hampel, Science Programs and Partnerships, Innovation, Science and Economic Development Canada

Workshop Website:
www.innovationpolicyplatform.org/KT

OECD project 'Assessing the Impacts of Knowledge Transfer and Policy':
www.innovationpolicyplatform.org/impact

