

REMUNERATION SURVEY REPORT

2023

SURVEY AND REPORT DELIVERED BY  **gemaker**





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Disclaimer

This report has been prepared for KCA solely for the purpose of providing an analysis of the research commercialisation remuneration paid by Australasian and NZ public research organisations. As such, neither KCA or gemaker undertakes responsibility in any way as to the accuracy of information provided nor to any person or organisation that places any reliance on the information set out in this report, including any errors or omissions, arising through negligence or otherwise, however caused.

Currency Note

Where \$NZD data has been converted to \$AUD the value was converted based on NZ Reserve Bank exchange rate data average for the 12 months from May 2022 to May 2023.

WELCOME STATEMENT

Knowledge Commercialisation Australasia (KCA) is delighted to bring you the results of the 2023 KCA Salary Survey. As the non-profit, peak body leading research commercialisation, industry engagement and entrepreneurship for research organisations since 1978, KCA is pleased to be able to assist organisations develop competitive remuneration strategies, increase the professionalism of research commercialisation roles, and highlight to key decision makers resourcing and recruitment trends across Australia and New Zealand.

The Research Commercialisation Office is responsible for intellectual property and commercialisation activities. This may include industry engagement, business development, and strategic partnerships. Depending on the size and structure of the organisation, the Office may cover a broader remit than just commercialisation. In our 2023 KCA Salary Survey, 29 Australian and New Zealand research organisations have participated - representing a wide variety of office sizes and types.

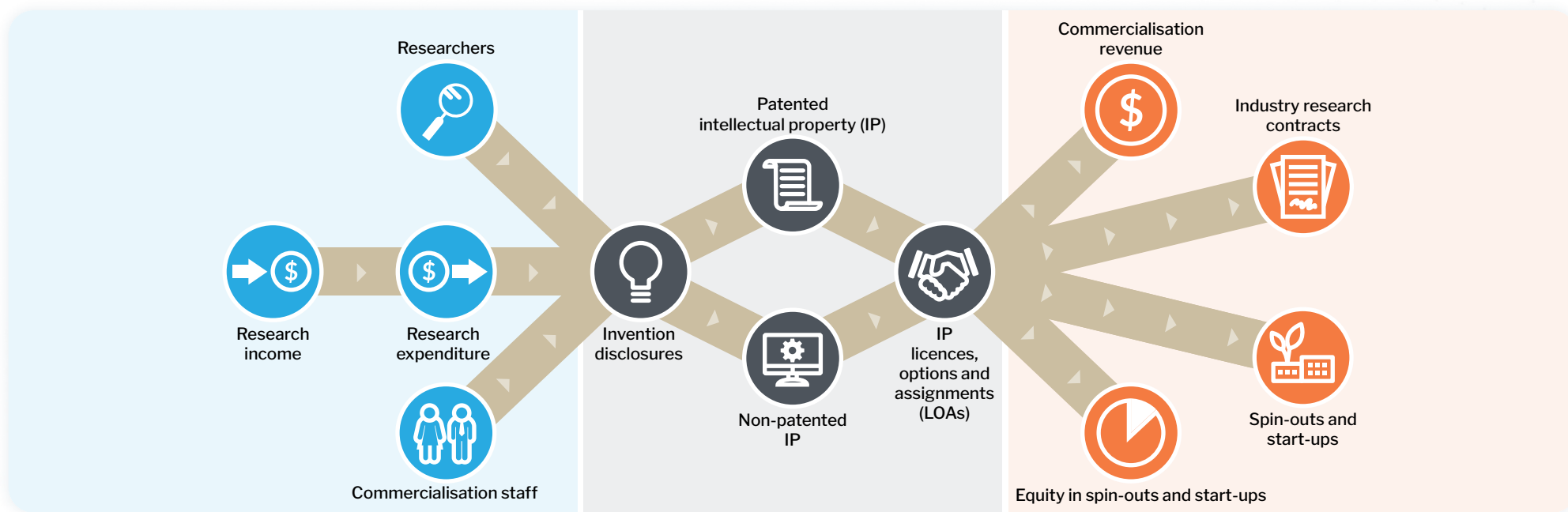
Although research commercialisation professionals comprise a small proportion of research organisation staff, they are key to achieving real-world impact. These professionals facilitate the complex and challenging journey from idea to reality; ensuring that social and economic benefits result from the public dollars spent each year on research.

Participation in this survey was voluntary, and the metrics are supplied on a self-reporting basis. We thank the organisations and individuals who took the time to gather and submit this data.

On a personal note, as someone who is responsible for leading and recruiting a team of high-quality professionals, I know how valuable this survey, and the resulting data, is for the ecosystem.

Dr Erin Rayment
KCA Director, Advocacy

Commercialisation Process



2023 RESPONDENTS

Australia (23)

Australian Universities(14)

Australian National University
La Trobe University
Macquarie University
Monash University
Queensland University of Technology
RMIT University
UniQuest Pty Ltd (University of Queensland)
University of Adelaide
University of Melbourne
University of New South Wales
University of Newcastle
University of Sydney
University of Technology Sydney
University of Western Australia

Medical Research Institutes (4)

Children's Medical Research Institute
Peter MacCallum Cancer Centre
Telethon Kids Institute
The Westmead Institute for Medical Research

Other Research Organisations (5)

Agriculture Victoria Services Pty Ltd
AgriFutures Australia
Grains Research and Development Corporation
Meat & Livestock Australia Pty Ltd
Sugar Research Australia Limited

New Zealand (6)

New Zealand Organisations (6)

Auckland UniServices Ltd (University of Auckland)
AUT Ventures (Auckland University of Technology)
Lincoln Agritech Ltd (Lincoln Agritech)
Massey Ventures Ltd (Massey University)
Otago Innovation Ltd (University of Otago)
Wellington UniVentures (Victoria University of Wellington)

The report represents data provided as responses for the 2023 survey as aggregated for privacy of respondents. Not all respondents reported data for all survey questions. Where an organisation did not provide salary data for a position type, we have excluded their data relating to all other remuneration metrics within graphs for that category but have included their data relating to gender (if provided).

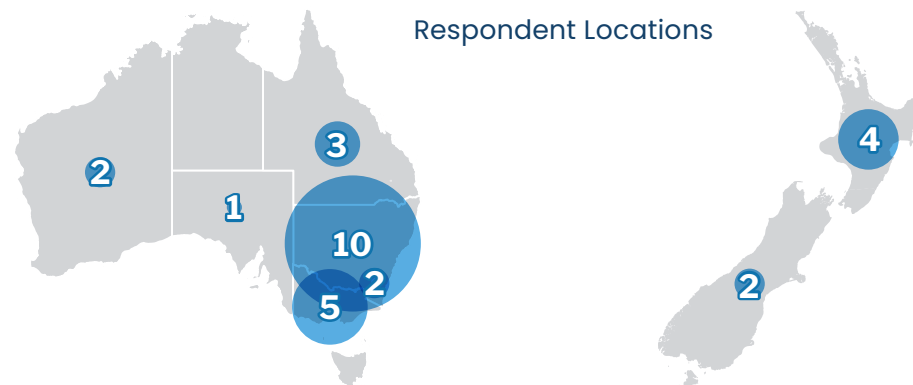
SUMMARY

29 respondent organisations

14 Australian Universities **4** Australian MRIs **5** Other Australian Research Organisations **6** New Zealand Organisations

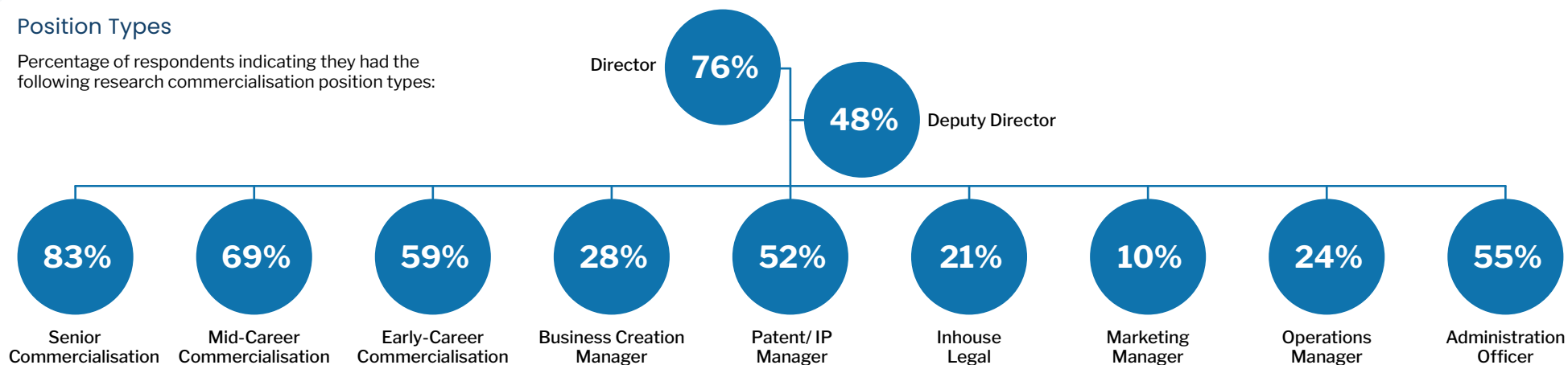
309 professionals represented from across Australia and New Zealand

Respondent Locations



Position Types

Percentage of respondents indicating they had the following research commercialisation position types:



Research commercialisation resources

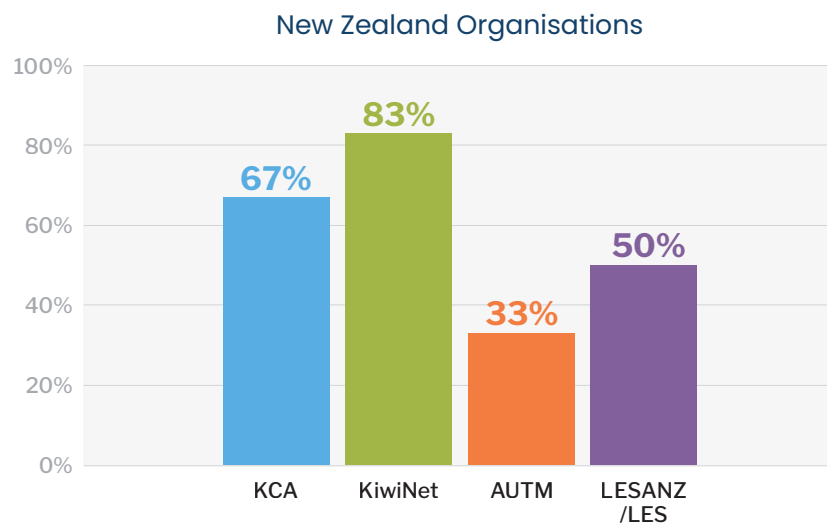
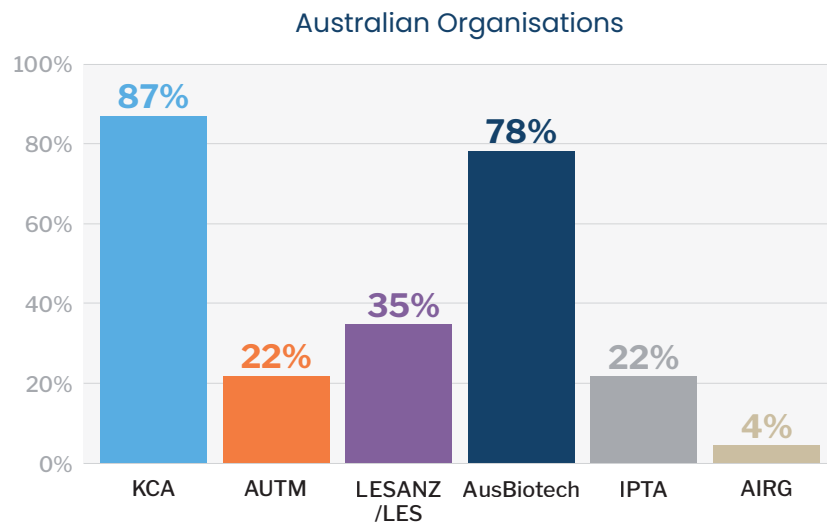
Range of Full Time Equivalent (FTE) employees



31% of respondent organisations had RTTP Accredited staff

Professional Membership

Relevant professional memberships held in respondent organisations



KCA (Knowledge Commercialisation Australasia)

Non-profit peak body leading best practice in industry engagement, technology transfer and entrepreneurship for research organisations.

KiwiNet (The Kiwi Innovation Network)

Consortium of New Zealand's public research organisations working together to transform research discoveries with commercial promise into new products and services.

AUTM

Non-profit leader in educating and promoting professionals in the tech transfer industry.

LESANZ/ LES (Licensing Executive Society Australia & New Zealand)

Global association for individuals involved in the licensing, transfer and management of intellectual property rights.

AusBiotech

Australian industry body representing and advocating for organisations in the global life sciences sector.

IPTA (The Institute of Patent and Trade Mark Attorneys of Australia)

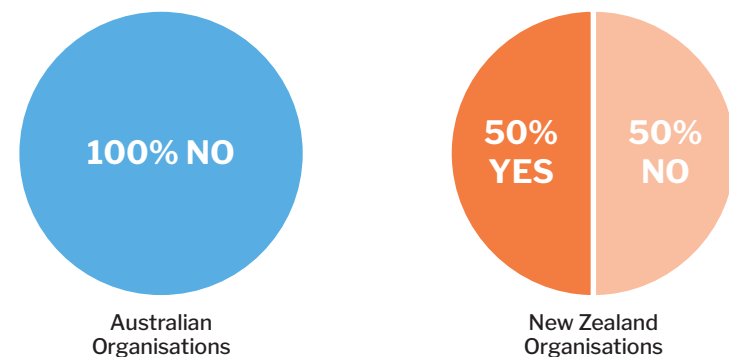
The Peak professional body representing Australian patent and trade mark attorneys.

AIRG (The Australian Innovation Research Group Inc)

Not for profit peak body representing science-based innovation and technological development in Australian-based businesses.

First Nations Commercialisation

Percentage of respondents with resourcing dedicated to commercialisation for Māori/Aboriginal/Torres Strait Islander Peoples



CURRENT TRENDS

55% stated that their organisation had **Pay Transparency**



90% stated that their organisation had **Training Budget** for commercialisation staff



71% indicated that **Recruiting High Quality Talent domestically** was challenging



69% indicated that the commercialisation function was consistently/ almost always **Under Resourced** for workload



Respondents reported the following key issues currently impacting resourcing:

- » Long recruitment lag times resulting in increased pressure on already under resourced teams
- » Increasing competition for talent from non-traditional competitors
- » Evolving Ecosystem (new funding streams/increased national focus on accelerating research commercialisation) resulting in high demand for talent with the right skill mix
- » Long term retention of talent challenging
- » Lack of clearly defined career path within sector

“No clear career path for commercialisation experts - tend to be developed from within as there are limited training options. Although RTTP is helping it's not yet a clear indicator of someone with the required level of skills. In our sector we rely on our networks to source good people however there is a limit as to how successful that is - i.e. there is a risk that we keep hiring from within the same pool and therefore people move around, little diversity within that pool.”

— Jan Bingley, Director Business Development and Commercialisation, La Trobe

“Recruitment of experienced staff is difficult and slow. Entry level staff are easier to recruit but significant training is required to get them up to speed. This results in a consistently high workload for existing staff and this can cause issues for ongoing staff development as it can be difficult to make the time available.

Getting new systems in place to be more efficient is also challenging as you need the time and free resources to source or develop new systems and make the transition, but then you never have enough capacity to do this until you solve your recruiting challenges.”

— Dr Alastair Hick, Chief Commercialisation Officer, Monash University

Superannuation Trends

71% of Australian Universities pay 17% superannuation across all positions

22% of other Australian organisations pay superannuation greater than the statutory minimum (10.5% at time of survey)

33% of New Zealand Organisations pay superannuation greater than the statutory minimum (3% at time of survey)



POSITION SUMMARIES

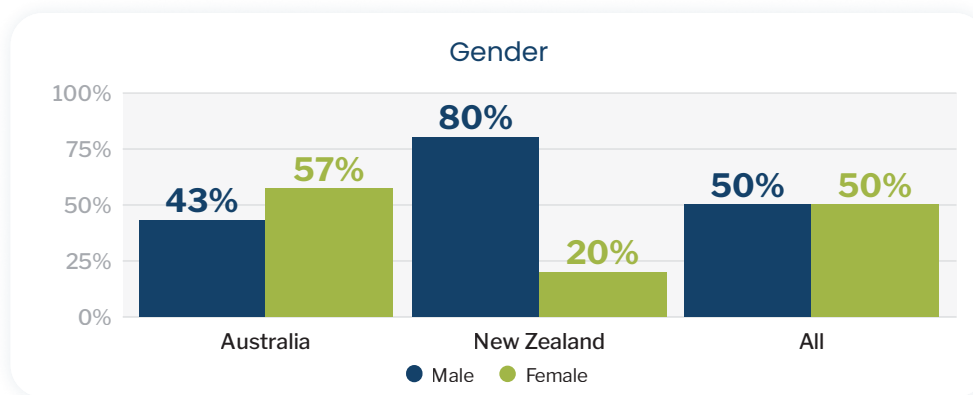
DIRECTOR

Other possible titles: Executive Director, Chief Commercialisation Officer, Chief Executive Officer (if a separate commercialisation company), Director Knowledge Transfer, Director Industry Engagement, Director Business Development Office

Reports to: Deputy-Vice Chancellor Research, Pro-Vice Chancellor Research, Innovation, Industry etc, Vice President Research, Managing Director, Vice President Business Development, or directly to a Board

Salary Range (to nearest \$5k):

	Minimum	Median (50th percentile)	Maximum
Australian Organisations (\$AUD)	\$180,000	\$250,000	\$400,000
New Zealand Organisation (\$NZD)	\$190,000	\$240,000	\$360,000

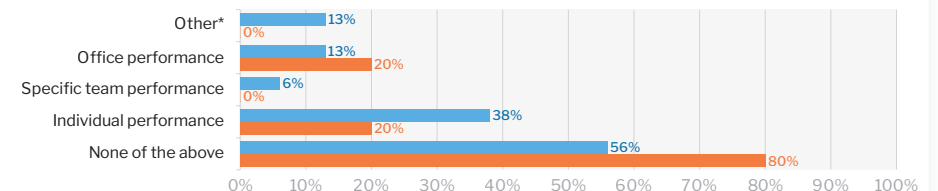


69% of Directors from Australian organisations are employed via an Individual Contract/Agreement

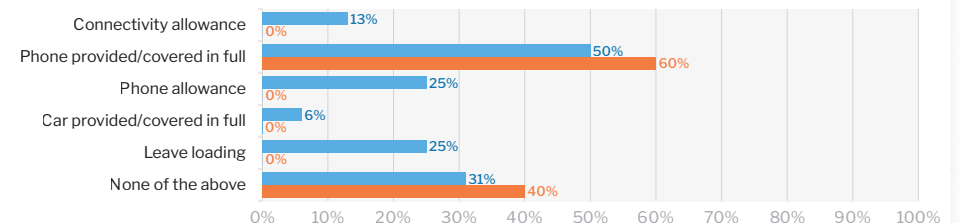
80% of Directors from New Zealand organisations are employed via an Individual Contract/Agreement

Additional benefits to base salary

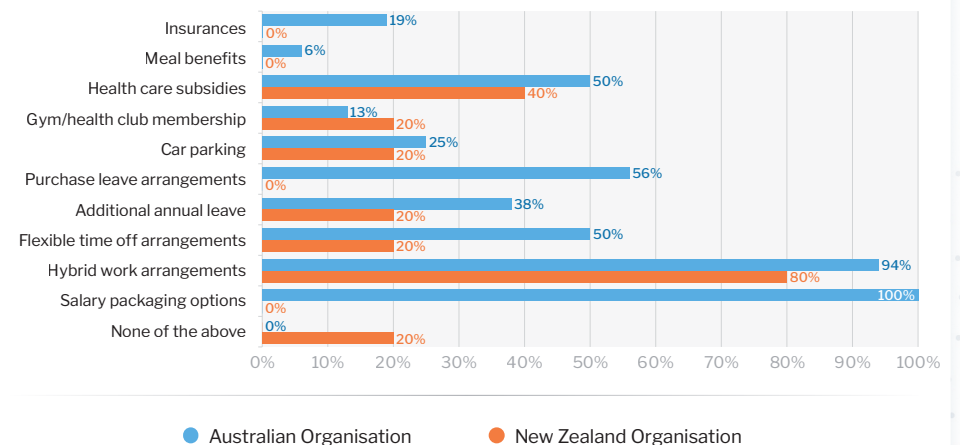
Bonus Types



Allowance Types



Non-Cash Benefit Types



* Other includes Corporate Performance and combination of Corporate/Division/Individual performance

DEPUTY DIRECTOR

Other possible titles: Associate Director, Assistant Director, Chief Operating Officer, Senior Director, Director (if there is an Executive Director), Chief Financial Officer, Manager Commercialisation Team, and Executive Manager

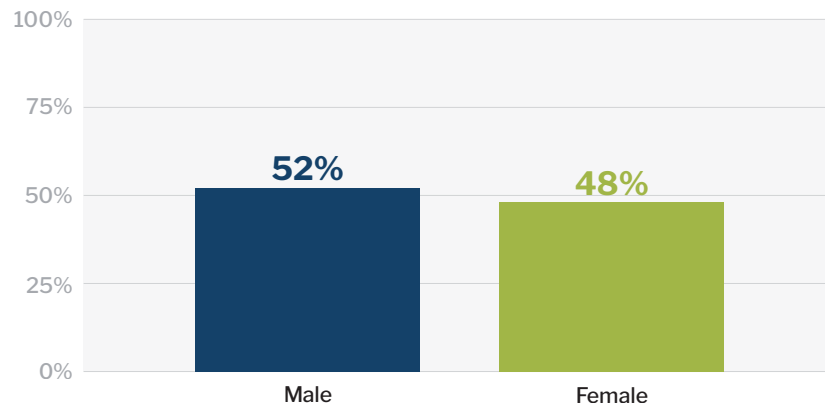
Reports to: Director, Executive Director, Chief Commercialisation Officer, or Chief Executive Officer

Salary Range (to nearest \$5k):

	Minimum	Median (50th percentile)	Maximum
All Organisations (\$AUD)	\$130,000	\$180,000	\$300,000

Australian & New Zealand data combined and represented in \$AUD.
Insufficient NZ data to report separately.

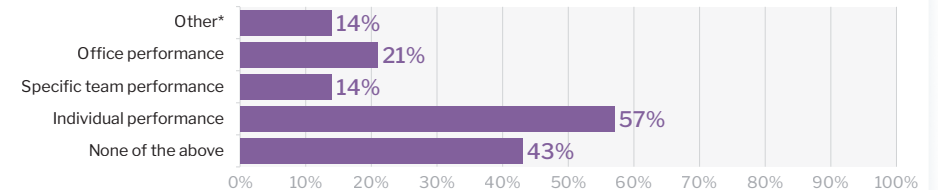
Gender



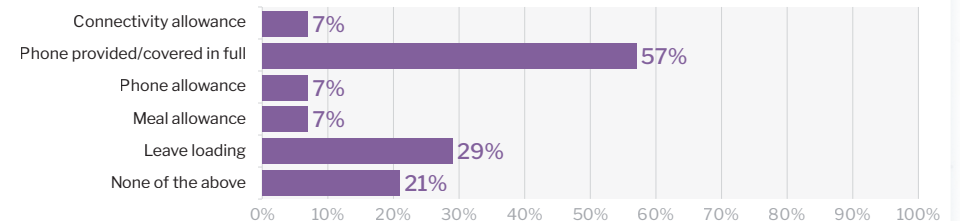
64% of Deputy Directors are employed via an Individual Contract/Agreement

Additional benefits to base salary

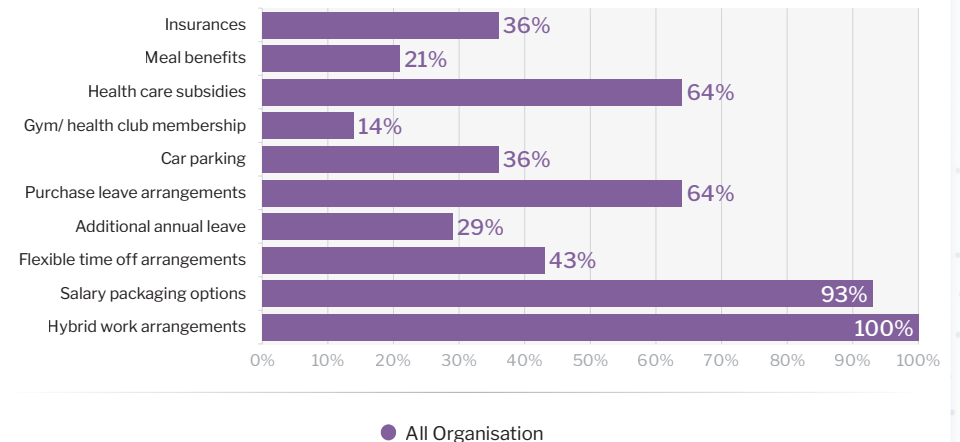
Bonus Types



Allowance Types



Non-Cash Benefit Types



* Other includes Corporate Performance and combination of Corporate/Division/Individual performance

PROFILE



Natalia Alvarez

La Trobe University

Deputy Director, Business Development and Commercialisation

BScEng (Hons) (Agri-Industrial Engineering), MSc (Technology Management), GAICD

Natalia has a deputy director role, having spent 16 years in the commercialisation sector since university graduation; both in Australia and Colombia. Her extensive experience includes technology commercialisation, project management, stakeholder engagement, industry engagement, entrepreneurship, spin-offs/start-ups formation, IP management, due diligence, fund management, contract negotiation and research/commercial transactions for strategic projects.

What attracted them to the profession:

Curiosity about how to help researchers translate their great ideas was one of the things that attracted Natalia to the commercialisation profession. She was also interested in understanding how inventions and research commercialisation can make a real impact, particularly on the economic development of a country.

What retains them in the profession:

“I love structuring deals; every deal looks like a new adventure to me.” Natalia is never bored in commercialisation. “I find it fascinating to be able to learn about new molecules/targets through to sensing platforms and preventive health in one single day,” she said. She particularly values the interaction between academia and industry; helping to meet industry’s unmet needs and bringing them together to deliver on one goal. Natalia also appreciates that the skills she has developed in this profession are highly transferable to other sectors and loves that she is helping to disseminate research outcomes.

What current trends/challenges are they seeing in the sector:

Natalia points to the challenges that the commercialisation office faces within the university sector. There is “low-risk appetite in the Education sector” and “IP commercialisation is treated as a research KPI rather than a commercial KPI that can attract more research revenue,” she said. Commercialisation professionals must navigate around the lack of support for early-stage activities, as well as academic KPI’s and career paths that don’t recognise commercialisation or startup activities.

However, she does acknowledge that the innovation ecosystem is growing including a better nationwide understanding of research commercialisation. She comments that university commercialisation professionals are becoming better recognised and more options for funding are becoming available.

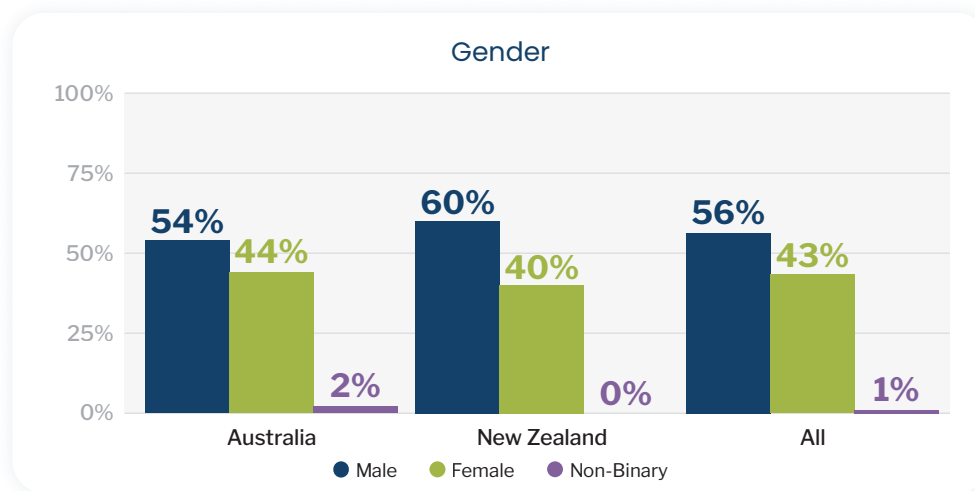
SENIOR COMMERCIALISATION/BUSINESS DEVELOPMENT MANAGER

Other possible titles: Senior Commercialisation Manager, Senior Business Development Manager, Senior Industry Engagement Manager or Associate Directors or Assistant Directors in larger offices

Reports to: Deputy Director, Director (if there is an Executive Director)

Salary Range (to nearest \$5k):

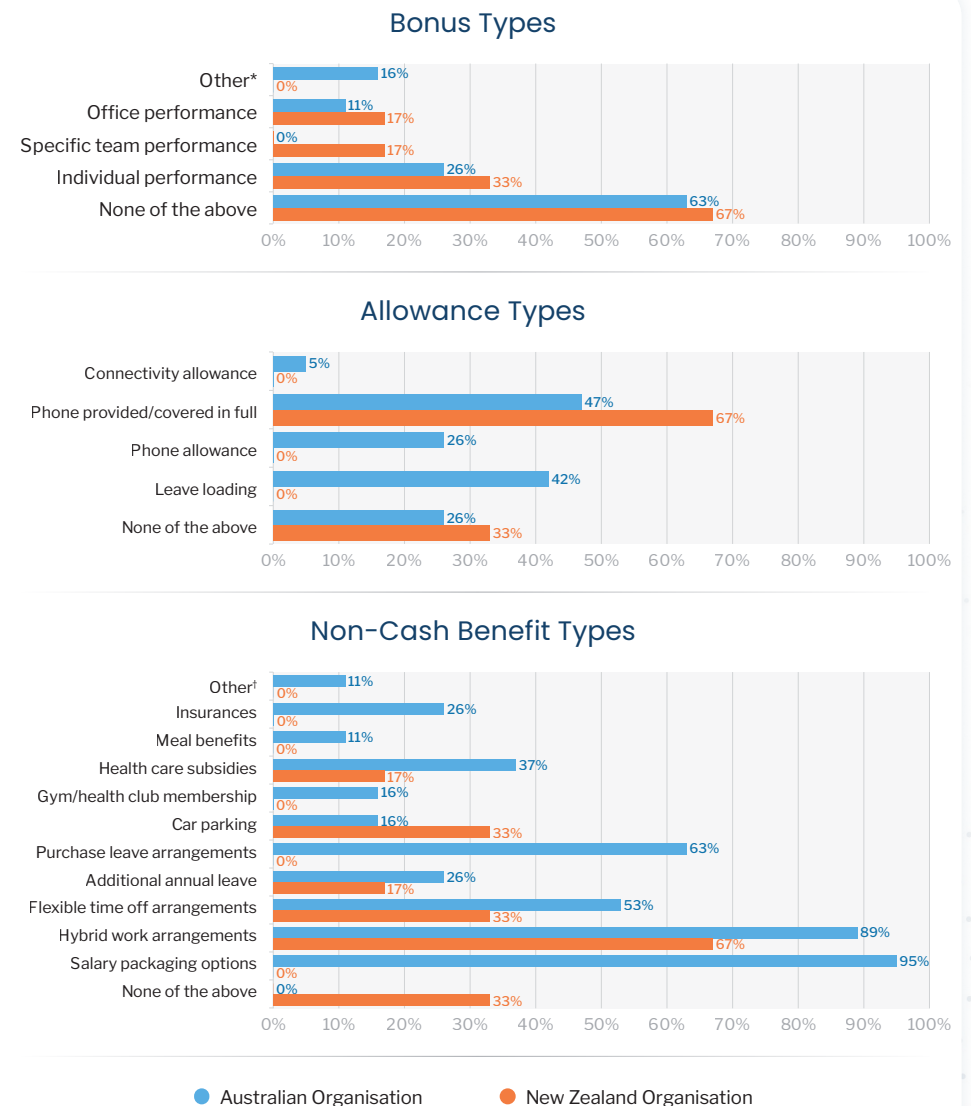
	Minimum	Median (50th percentile)	Maximum
Australian Organisations (\$AUD)	\$120,000	\$140,000	\$200,000
New Zealand Organisation (\$NZD)	\$100,000	\$150,000	\$180,000



26% of Australian Senior Commercialisation/Business Development Managers are employed via an Individual Contract/Agreement

83% of New Zealand Senior Commercialisation/Business Development Managers are employed via an Individual Contract/Agreement

Additional benefits to base salary



* Other includes market loading on individual merit and experience, combination of Corporate/Division/Individual performance

† Other includes: Extra leave over Christmas/Easter Period. Relocation packages for interstate/international talent.

PROFILE



Patrick Dwyer

Queensland University of Technology

Senior Manager, Industry Engagement (Health)

PhD (Biochemistry), MIP, GAICD, Registered Patent Attorney AU/NZ

Patrick is a senior manager who has spent the past 18 years in publicly funded research organisations and patent law firms. His current role in industry engagement at the Queensland University of Technology provides experience in managing IP, partnering and licensing innovations, negotiating contracts, startup establishment and business development activities.

What attracted them to the profession:

As a new PhD graduate, Patrick was considering an academic career but was not attracted to the narrowing of his field or with the challenges of chasing grant funding. With a strong interest in new technologies and solving critical issues in the health and environmental sectors, he considered a patent attorney role a much better fit. With the advantage of an IP background, “this naturally led to my career in university commercialisation where there are many varied opportunities to contribute.” he said.

What retains them in the profession:

Patrick has found that his interests have not changed over the past 18 years, and a career in commercialisation has allowed him to gain industry-specific experience. He said this allows him to “add much more value which is really satisfying.” Patrick has considered alternative or related careers but, he commented, “few, if any, let me work with the mix of people that my current role allows.”

What current trends/challenges are they seeing in the sector:

There is an increasing diversity of opportunities for funding the commercialisation of university technology, he remarked. “While this is very welcome it can become complicated at times and opportunities that open and close quickly can easily distract and feel a bit like a game of whack-a-mole.” Recognising that “industry partner cash is king” he said that academics and TTO teams need to develop strategic approaches to ensure resources are focused on the most relevant opportunities.

One of these welcome opportunities is increasing accessibility of venture capital for Australian Biotech, such as the arrival of IP Group. “I’m keen to see how this trend develops,” he said.

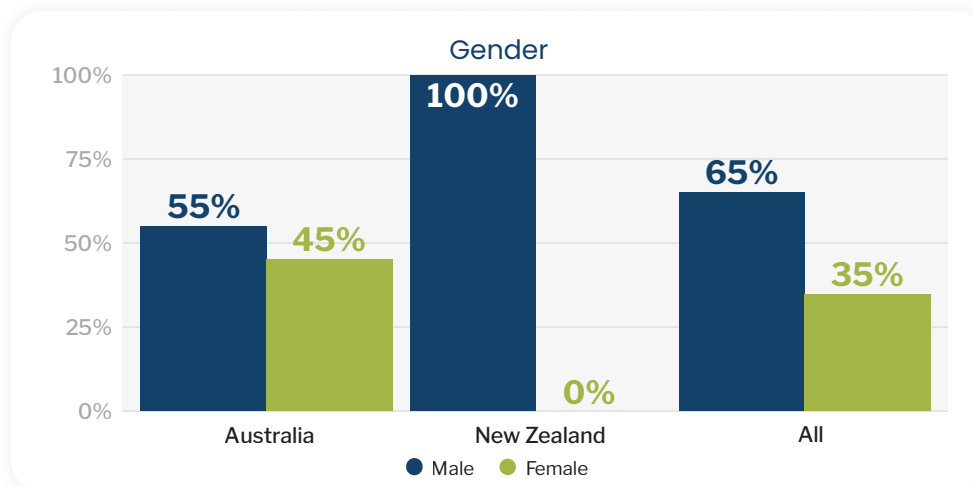
MID-CAREER COMMERCIALISATION/BUSINESS DEVELOPMENT MANAGER

Other possible titles: Commercialisation Manager, Knowledge Transfer Professional, Business Development Manager, Industry Engagement Manager

Reports to: Deputy Director, Director (if there is an Executive Director)

Salary Range (to nearest \$5k):

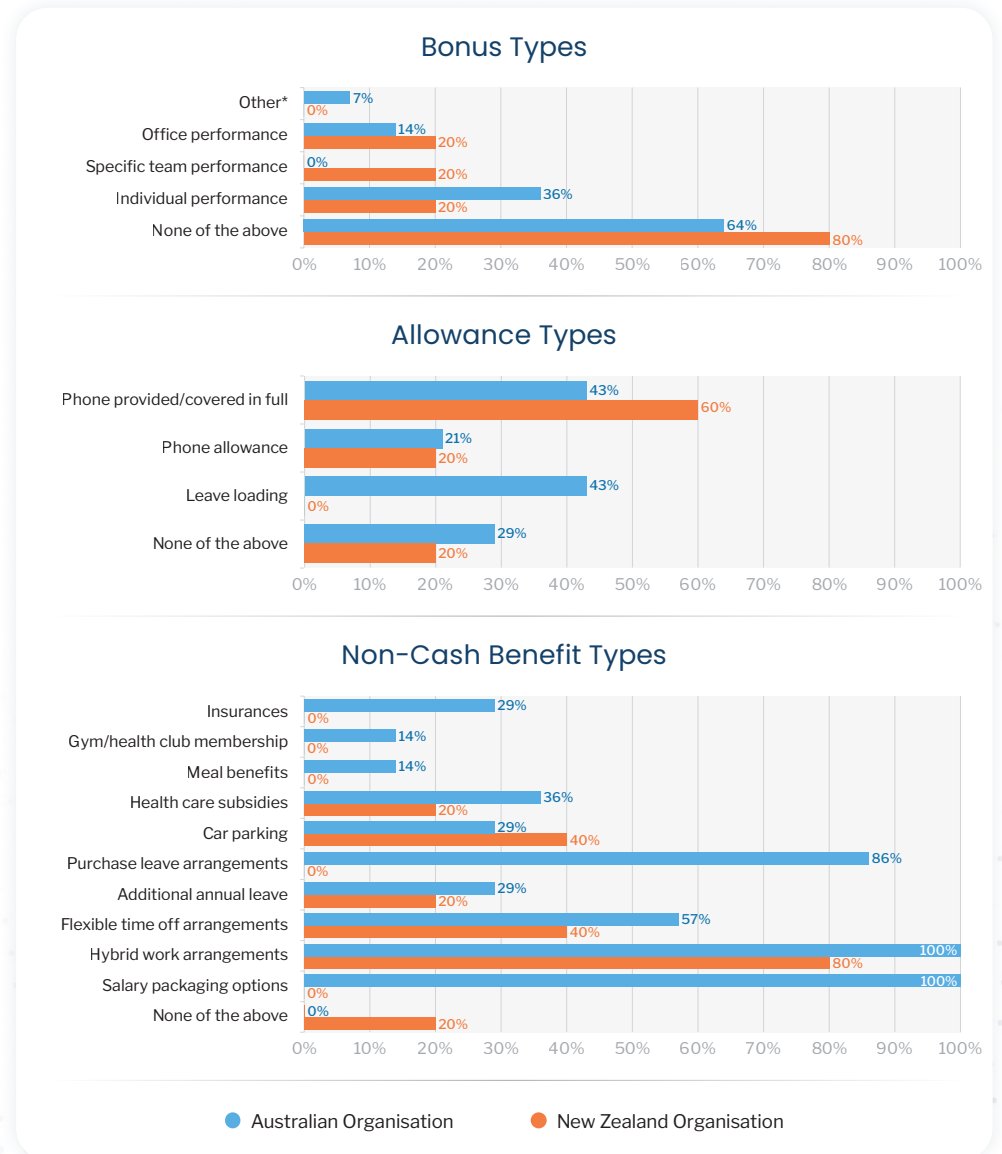
	Minimum	Median (50th percentile)	Maximum
Australian Organisations (\$AUD)	\$105,000	\$130,000	\$175,000
New Zealand Organisation (\$NZD)	\$65,000	\$110,000	\$150,000



7% of Australian Mid-Career Commercialisation/Business Development Managers are employed via an Individual Contract/Agreement

80% of New Zealand Mid-Career Commercialisation/Business Development Managers are employed via an Individual Contract/Agreement

Additional benefits to base salary



* Other includes combination of Corporate/Division/Individual performance

PROFILE



Renaud Quantin

Telethon Kids Institute

Commercialisation Manager

MBio&Biotech, MBA, PhD (Medical Science)

Renaud is a mid-career commercialisation manager who has worked in technology commercialisation, for nearly 11 years with an additional 6 years in life science sales and business development. Currently working in a medical research institute, his experience includes co-founding a molecular diagnostic company in France and consulting to biotech companies on IP commercial opportunities.

What attracted them to the profession:

The opportunity to make a difference to patients is one of the reasons that Renaud was attracted to a career in commercialisation. “The development of a therapeutic/medical device that will improve patients’ quality of life and, in the best-case scenario, save life really interests me,” he said.

With technology commercialisation at the crossroads of science and business, he also appreciated that he would be intellectually stimulated, learning about new technologies while developing and implementing commercialisation strategies using marketing and legal tools. Similarly, Renaud found the profession enabled him to work on an international level with the opportunity to travel and engage with people from various cultural backgrounds.

What retains them in the profession:

Renaud finds that the challenges faced in commercialising a new technology make the profession very interesting. “Each day is a different day” he said - whether navigating the many opportunities for new technologies from

translational research, developing relationships with multiple stakeholders, or confronting the many factors that can lead to the success or failure of commercialisation. And, of course, the excitement of the end result – the positive social impact when a new technology is successfully commercialised.

What current trends/challenges are they seeing in the sector:

The funding gap between basic research and investors showing commercial interest in a new technology is noted by Renaud as one of the major challenges in Australia. He comments that extra experiments are needed to de-risk the science and funding is often very hard to find at this stage of development.

Another challenge he noted, is the need for skills development in people working in commercialisation within research institutes. As new entrants to the profession often come from a scientific background, they do not have experience in business development or product management and lack an understanding of market analysis and the tools to successfully develop an astute strategy to enter a specific market. “An unmet medical need does not necessarily correlate with unmet market demand,” he said.

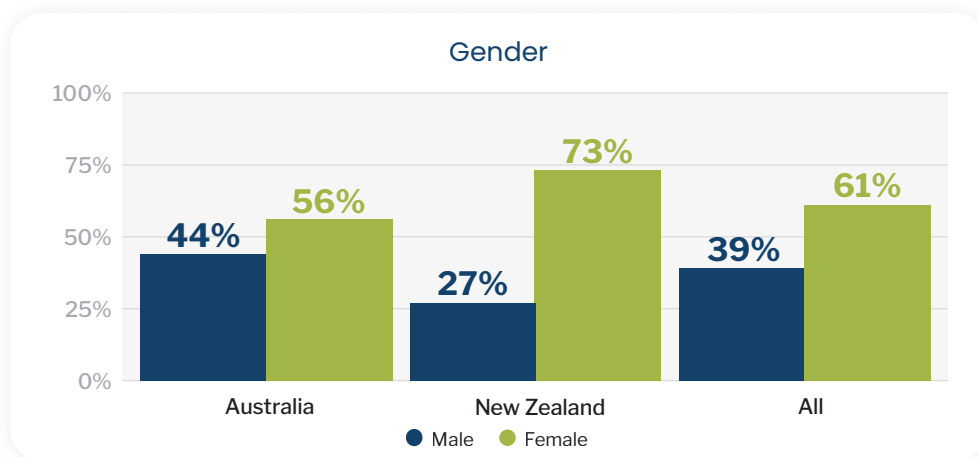
EARLY-CAREER COMMERCIALISATION/BUSINESS DEVELOPMENT PROFESSIONAL

Other possible titles: Commercialisation Officers, Commercialisation Associates, Technology Transfer Associates, Knowledge Transfer Officer, IP Officer, Commercial Project Officers and Business Development Associates

Reports to: Deputy Director, Director (if there is an Executive Director)

Salary Range (to nearest \$5k):

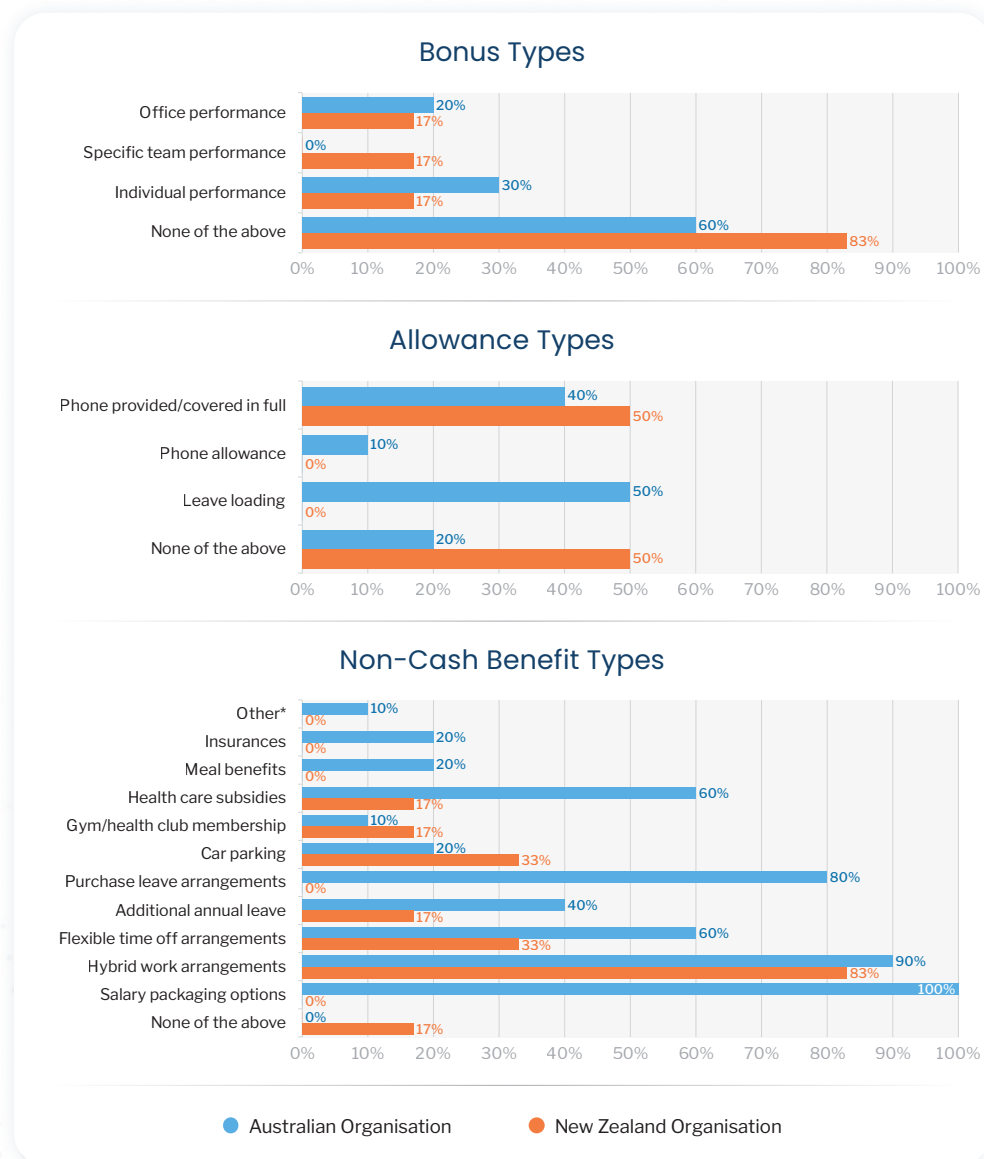
	Minimum	Median (50th percentile)	Maximum
Australian Organisations (\$AUD)	\$80,000	\$105,000	\$135,000
New Zealand Organisation (\$NZD)	\$60,000	\$85,000	\$110,000



40% of Australian Early-Career Commercialisation/Business Development Professionals are employed via an Individual Contract/Agreement

83% of New Zealand Early-Career Commercialisation/Business Development Professionals are employed via an Individual Contract/Agreement

Additional benefits to base salary



* Other includes: Extra leave over Christmas/Easter Period.

BUSINESS CREATION MANAGER & IP/PATENT MANAGER & INHOUSE LEGAL

Business Creation or Spinout/Start-Up Manager

Other possible titles: Business Creation Manager, Spinout Manager, Start-Up Manager, Business Development Manager, Director of New Ventures, Director of New Business Opportunities, Director of Engagement and Student Entrepreneur Development Managers

Reports to: Director or elsewhere within the organisation

Patent/IP Manager

Other possible titles: Patent Manager, IP Manager, Paralegal

Reports to: Varies

Inhouse Legal

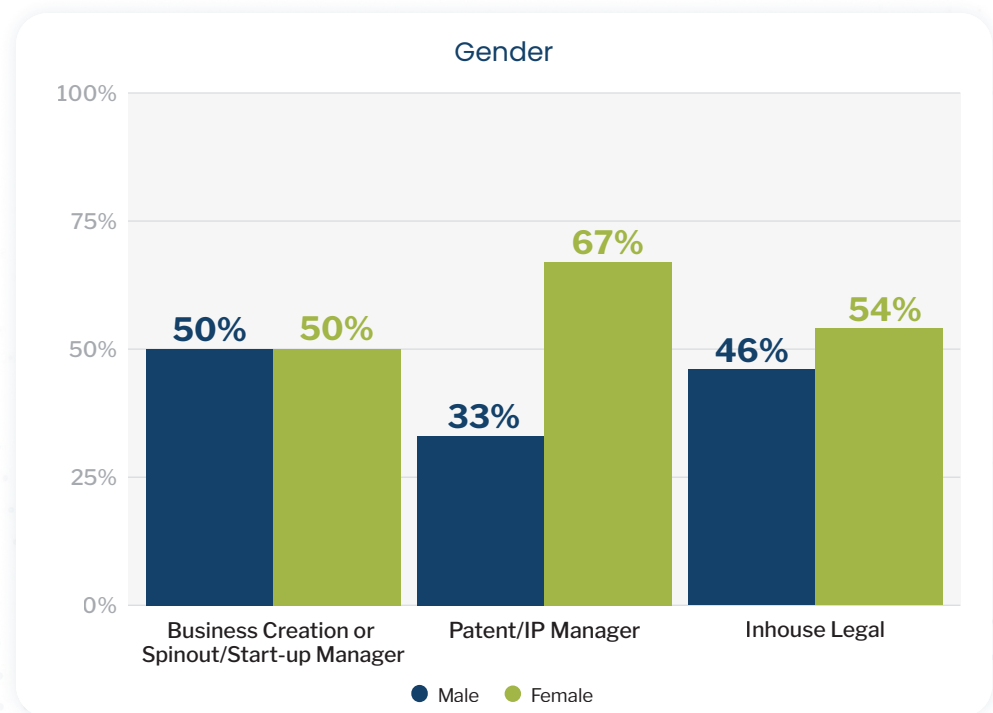
Other possible titles: Contracts Manager, Inhouse Counsel, Commercial Lawyer, General Counsel, Intellectual Property Counsel

Reports to: Director or to General Counsel but is dedicated to the Office

Salary Range (to nearest \$5k):

	Minimum	Median (50th percentile)	Maximum
Business Creation or Spinout/Start-up Manager (\$AUD)	\$110,000	\$140,000	\$235,000
Patent/IP Manager (\$AUD)	\$70,000	\$130,000	\$185,000
Inhouse Legal (\$AUD)	\$100,000	\$155,000	\$180,000

Australian & New Zealand data combined and represented in \$AUD.



OPERATIONS MANAGER & ADMINISTRATION OFFICER

Operations Manager

Other possible titles: Administration Manager, Business Manager, Executive Manager, Finance Manager

Reports to: Varies

Administration Officer

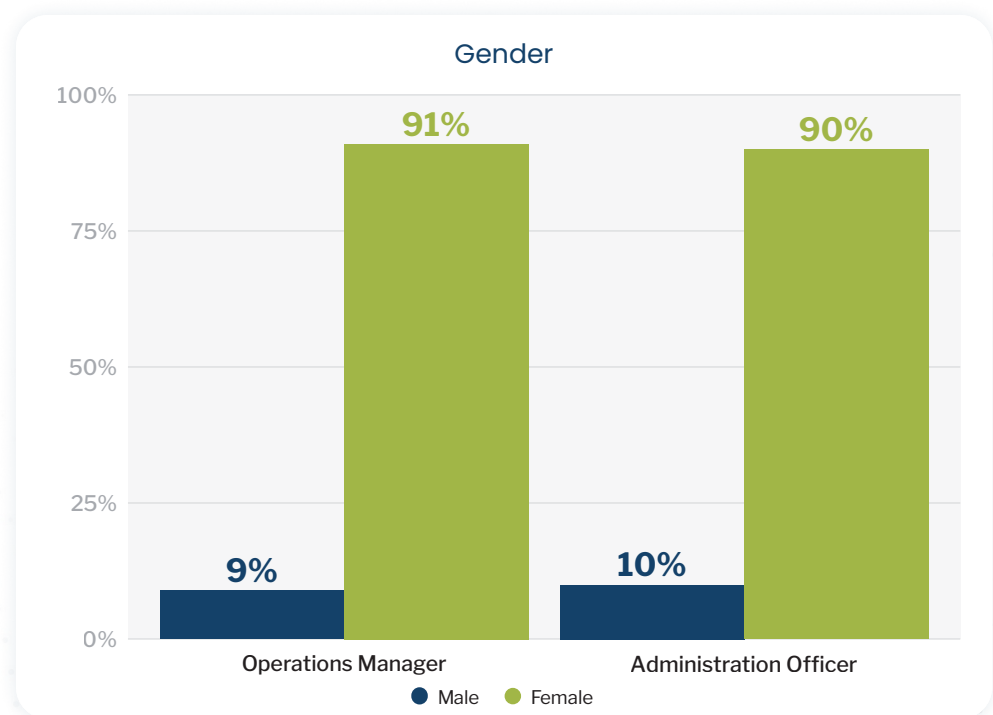
Other possible titles: Operations Officer, Intellectual property Officer, Administration Officer, Executive Officer, Executive Assistant, Personal Assistant

Reports to: Varies

Salary Range (to nearest \$5k):

	Minimum	Median (50th percentile)	Maximum
Operations Manager (\$AUD)	\$70,000	\$115,000	\$185,000
Administration Officer (\$AUD)	\$50,000	\$90,000	\$120,000

Australian & New Zealand data combined and represented in \$AUD.



PROFILE



Pamela Jauregui

Auckland UniServices Limited
Investment Operations Manager
BScEng

Pamela has worked with Auckland UniServices for the last 15 years and has an Operations Manager role managing the administration of a portfolio of patent families, license agreements and investment projects. Her experience includes a further 10 years in construction and property management industries in the Philippines. Pamela has expertise in construction project, property and contracts management and in building client relationships.

What attracted them to the profession:

Moving to NZ, Pamela decided to change industries and specifically pursued a career that connected academia to industry, believing that the commercialisation sector was exponentially growing and making a positive impact on the economy. She knew that she had made the right move as “the first projects I became involved in really showed how the sector was an essential part of the entrepreneurial ecosystem of the University of Auckland.”

What retains them in the profession:

Pamela has appreciated the ability to develop her career within the commercialisation sector. There was a clear pathway of growth and opportunities for promotion from her initial role of Contracts Administrator to her current role as Investment Operations Manager. She enjoys being at the coal face of IP management including “the challenging aspect of triaging early-stage ideas and inventions”. Pamela also appreciates being a part of the commercialisation process; exploring novelty, examining competitive advantage and the successful transfer of the innovation to industry.

What current trends/challenges are they seeing in the sector:

While research organisations are growing in terms of generating more innovations and tech-talented people, Pamela comments that NZ is small and needs better support and connectivity with bigger companies to accelerate the development of innovations. She sees “the urgent need to explore and access other investment capital for early-stage technologies and for larger customer markets.”

Pamela also commented that the adoption of AI is growing as a focus of technologies being developed in many industries. “These industries are seeing AI as a potential silver bullet to meet the demands of their digital-first consumers and stakeholders,” she said.

GLOSSARY OF TERMS

Research Commercialisation Office

The Research Commercialisation Office is responsible for intellectual property and commercialisation activities at the organisation. The Office may cover a broader remit than just commercialisation depending on the size and structure of the Organisation. This may include industry engagement, business development and strategic research partnerships.

Award

A legal document that outlines the minimum pay rates and conditions of employment

Allowances

Allowances are payments made to an employee (in addition to base salary) who: do certain tasks, have a particular skill they use at work, use their own tools at work, work in unpleasant or hazardous conditions, incur an expense for doing their job.

Base Salary

The annual salary component of the contract of employment for an individual, exclusive of any superannuation, leave loading, additional allowances, payments or non-cash benefits.

Bonuses

Bonuses are payments made to an employee in addition to base salary, for performing to a certain standard, or achievement of a specific metric.

Director

The Director is head of a Research Commercialisation Office and is responsible for the strategic and operational direction of the Office with responsibility for all personnel and budgetary matters. This position directs and manages the intellectual property and commercialisation activities at the organisation. The Director may cover a broader remit than just commercialisation depending on the size and structure of the Organisation. This may include industry engagement, business development and strategic research partnerships. The Director sets and/or interprets policies as they relate to commercialisation and intellectual property activities, manages the licensing, business development, and administrative staff in the Commercialisation Office and communicates with the organisation's senior leadership team, Council, or governing board.

Individual Contract/Agreement

A legal document between an employer and an individual employee outlining the terms and conditions of employment.

Incentives

Incentives are payments made to an employee (in addition to base salary) to influence future employee behaviour i.e., if the employee sources a new client, they will receive a payment.

Non-Cash Benefits

Benefits granted to employees in forms other than cash/salary payments.

Health Care Subsidies: includes vaccines, wellness programs, massage, skin checks etc

Meal benefits: includes non-cash benefits such as fruit, daily lunches, other meals

Insurances: includes salary continuance, life, death & disability etc

Hybrid work arrangements: includes work from home arrangements, family-friendly policies

Purchase leave arrangements: includes ability to purchase additional annual leave

Registered Agreements

A document between an employer and their employees regarding employment conditions. An agreement must be approved by and registered with the Fair Work Commission. Examples of registered agreements include enterprise agreements, collective agreements, certified agreements, Australian workplace agreements (AWA) and individual transitional employment agreements (ITEA).

- **Other possible titles:** Executive Director, Chief Commercialisation Officer, Chief Executive Officer (if a separate commercialisation company), Director Knowledge Transfer, Director Industry Engagement, Director Business Development Office.
- **Possible degrees:** PhD, JD, MBA, MS, BS, BA BCom
- **Years of experience:** 5-30
- **Reports to:** Deputy-Vice Chancellor Research, Pro-Vice Chancellor Research, Innovation, Industry etc, Vice President Research, Managing Director, Vice President Business Development, or directly to a Board

Deputy Director

The Deputy Director assists and reports to the Director. They will be part of the senior management team and may deputise in the absence of the Director. The post-holder will act as a senior mentor and advisor to the other research commercialisation staff, generally having responsibility across the whole office. This position may supervise one or more Commercialisation Professionals and generally has responsibility for day-to-day activities of the team. Along with commercialisation or intellectual property-related activities, the Deputy Director may also drive industry engagement, business development and strategic research partnerships, depending on the structure of the organisation.

- **Other possible titles:** Associate Director, Assistant Director, Chief Operating Officer, Senior Director, Director (if there is an Executive Director), Chief Financial Officer, Manager Commercialisation Team, and Executive Manager
- **Possible degrees:** PhD, JD, MBA, MS, BS, BA
- **Years of experience:** 5-20
- **Reports to:** Director, Executive Director, Chief Commercialisation Officer, or Chief Executive Officer

Senior Commercialisation/Business Development Manager

Professionals in these roles may have at least one direct report and manage their own portfolio/s of research commercialisation projects and opportunities in industry engagement, business development and strategic research partnerships. Specific activities may include: identifying technologies with commercial applications; evaluating the commercial potential of inventions; identifying potential licensees; preparing non-confidential, technical information for marketing purposes; developing and implementing specific marketing strategies for each technology; and drafting and negotiating term sheets for license agreements and other types of agreements including material transfer, collaboration, inter-institutional and nondisclosure agreements.

- **Other possible titles:** Senior Commercialisation Manager, Senior Business Development Manager, Senior Industry Engagement Manager or Associate Directors or Assistant Directors in larger offices
- **Possible degrees:** PhD, JD, MBA, MS, BS, BA BCom/Bus
- **Years of experience:** 3-15
- **Reports to:** Deputy Director, Director (if there is an Executive Director)

Mid-Career Commercialisation/Business Development Manager

Professionals in these roles will manage their own portfolio/s of research commercialisation projects and opportunities in industry engagement, business development and strategic research partnerships. They may have responsibility for managing each project from cradle to grave. Alternatively, they may specialize in one particular disciplines or area, such as intellectual property rights, marketing opportunities, licensing, business relationship building or new company creation. Specific activities include: identifying technologies with commercial applications; evaluating the commercial potential of inventions; identifying potential licensees; preparing non-confidential, technical information for marketing purposes; developing and implementing specific marketing strategies or investment proposals for each technology; and drafting and negotiating term sheets for license agreements and other types of agreements including material transfer, collaboration, inter-institutional and nondisclosure agreements.

- **Other possible titles:** Commercialisation Manager, Knowledge Transfer Professional, Business Development Manager, Industry Engagement Manager
- **Possible degrees:** PhD, MBA, JD, MS, MS, BS, BA BCom
- **Years of experience:** 2-10
- **Reports to:** Deputy Director, Director (if there is an Executive Director)

Early-Career Commercialisation/Business Development Professional

An early-career commercialisation professional may report to any Manager or Director within the office and will not have line management responsibility themselves. They may specialise in one aspect of research commercialisation such as licencing or provide overall assistance in any research commercialisation activity or supporting the pursuit of opportunities in industry engagement, business development and strategic research partnerships. They may have a focused discipline area or support a particular Research Centre or Research Institute. Examples of duties may include fielding initial enquiries from academics and industry, maintaining databases, evaluating commercial potential of inventions, performing market research or web-based patent searches; identifying potential licensees, and preparing non-confidential, technical information for marketing purposes, performing patent searches, or project management duties.

- **Other possible titles:** Commercialisation Officers, Commercialisation Associates, Technology Transfer Associates, Knowledge Transfer Officer, IP Officer, Commercial Project Officers and Business Development Associates
- **Possible degrees:** MBA, MS, BS, BA
- **Years of experience:** 1-5
- **Reports to:** Deputy Director, Director (if there is an Executive Director)

Business Creation or Spinout/Start-Up Manager

The Business Creation Manager is responsible for the creation of new companies, including start-ups or spinouts, and leads the effort to start companies based on technologies owned by and to be licensed by the organisation to the new entity. This person plays an important role in identifying company opportunities and building business plans around them. This may include securing investment to fund further technical and commercial development or may include securing funding for support infrastructure such as incubators or hubs. The Business Creation Manager may be focused on either staff or student activities, or a combination of both.

Typically the Business Creation Manager may not be involved in the “front line” phases of identifying and evaluating disclosures made by researchers at the organisation, but will handle projects that represent potential start-up opportunities referred to them by other TTP roles within the Office. They will evaluate start-up opportunities; confirm that they should be pursued as start-ups rather than traditional licenses and work with the researcher and research teams to prepare summaries of the opportunity, up to and including the initial business plan. This person will build the company team and assist in obtaining financing or initial capital. They may work with other TTPs to negotiate the terms of the license with the start-up company and may represent the organisation as an observer or Director on the Board of Directors of the start-up.

- **Other possible titles:** Business Creation Manager, Spinout Manager, Start-Up Manager, Business Development Manager, Director of New Ventures, Director of New Business Opportunities, Director of Engagement and Student Entrepreneur Development Managers
- **Possible degrees:** PhD, JD, MBA, MS, BS, BA
- **Years of experience:** 2-20
- **Reports to:** Director or elsewhere within the organisation

Patent/IP Manager

The Patent/IP Manager is responsible for managing your organisation’s IP portfolio, working with researchers and Patent Attorneys to ensure protection of commercially valuable ideas and research outputs. They will handle aspects of the invention disclosure management and reporting process including receiving disclosures and other patent documents, entering disclosure information into databases, performing reporting, and managing communications with outside patent counsel (assignments, declarations, retention letters etc.) and possibly Patent Offices directly for payment of maintenance fees, etc.

- **Other possible titles:** Patent Manager, IP Manager, Paralegal
- **Possible degrees:** BS, BA
- **Years of experience:** 0-10
- **Reports to:** Varies

Inhouse Legal

They are responsible for managing, negotiating and drafting contracts and agreements and are briefed by other TTPs within the Office. They will provide expert and professional advice on contract negotiations and legal agreements. They may hold a professional qualification, such as LLB or CILEX. They may have responsibility for overseeing the work of other lawyers or staff responsible for contract drafting. This role typically focusses on managing relationships with outside counsel, advising on transactional issues including licensing, sponsored research and related agreements, and managing the university's role in any litigation related to intellectual property or litigation.

- **Other possible titles:** Contracts Manager, Inhouse Counsel, Commercial Lawyer, General Counsel, Intellectual Property Counsel
- **Possible degrees:** LLB, JD, plus could include PhD, MS, BS, BA
- **Years of experience:** 3-20
- **Reports to:** Director or to General Counsel but is dedicated to the Office

Operations Manager

The Operations Manager supports the commercialisation and industry engagement processes, and may include financial functions, a range of budget responsibilities and post-deal activities. They supervise a range of staff who support research functions, secretarial functions, office management functions, database management, file maintenance functions and financial functions.

- **Other possible titles:** Administration Manager, Business Manager, Executive Manager, Finance Manager
- **Possible degrees:** MBA, BS, BA
- **Years of experience:** 0-10
- **Reports to:** Varies

Administration Officer

The Administration Officer will sometimes provide administrative and secretarial support to the Office Director, as well as administrative support to the Commercialisation team and commercialisation activities. The Administration Officer supports the commercialisation and industry engagement processes, and may include financial functions, a range of budget responsibilities and post-deal activities. They include positions that support research functions, secretarial functions, office management functions, database management, file maintenance functions and financial functions such as processing of legal bills, issuance and collection of invoices, and receipt and distribution of royalty income.

- **Other possible titles:** Operations Officer, Intellectual property Officer, Administration Officer, Executive Officer, Executive Assistant, Personal Assistant
- **Possible degrees:** BS, BA
- **Years of experience:** 0-10
- **Reports to:** Varies