

TECHNOLOGY EXCHANGE — A GUIDE TO SUCCESSFUL COOPERATIVE RESEARCH AND DEVELOPMENT PARTNERSHIPS

Battelle Press

Edited by John Lesko and Michael Irish



This book offers advice, guidance and insight for those engaged in or considering a government-industry technology partnership. The reader will benefit from “best practices” and “lessons learned” drawn from an analysis of successful ventures and interviews with key practitioners and technology managers from the public and private sectors.

Technology Exchange addresses the technology transfer mechanisms available to those wishing to enter into the world of technology transfer. The editors focus on the Cooperative Research & Development Agreements (CRDA), a flexible and increasingly popular mechanism in use today.

The foreword, preface and acknowledgments tell the reader that this book is the product of a year-long study of the Air Force’s technology transfer program. However, the editors have assembled a guidebook that has a much broader audience than the military and its commercial partners. The successes highlighted in this book come from the government-industry partnerships from several federal agencies and draw upon a diverse set of R&D case studies from across the country.

The body of *Technology Exchange* is organized in six chapters and a summary. The back matter contains an excellent bibliography and glossary followed by seven appendices. Figures, graphs, tables and cartoons are used throughout to illustrate the main points, and a scholar’s margin helps highlight key points, making the guide easy to scan and the information easy to use.

- In Chapter 1, the reader finds an overview of applicable technology transfer policies, background material on the macro- and micro-economic issues, and an introduction to the various methods of technology transfer available to government-industry partners.
- Chapter 2 outlines the present environment for such partnerships, and bluntly captures the perceptions of both Government and industry practitioners of technology exchange. The editors have summarized the perceptions, positive, negative and indifferent, without sugar coating, and give a fair picture of the present-day technology transfer business environment.
- Individual missteps and organizational blunders are not found in this book. However, in Chapter 3 the editors do offer a candid look at the cross-cultural concerns and various hurdles that must be addressed to successfully negotiate and execute a CRDA.
- In Chapter 4, “Building Bridges,” the reader is introduced to networking organizations and offered advice on how to structure an effective outreach program.
- Chapter 5 covers a CRDA work plan, negotiations, intellectual property rights, execution of the agreement, and concludes with best practices and lessons learned.
- Chapter 6 takes a look at the various ways one can use to measure

progress in the exchange of know-how. This chapter goes well beyond the “CRDA count” metric and suggests better alternatives to managers of cooperative R&D. The role of leadership is addressed next, and helps transition the book to its summary and extensive appendices.

- The detailed information found in appendices A through D documents the genesis of this study, provides organizational and biographical sketches of the research team, summarizes existing technology transfer legislation and executive orders, and defines key terms and jargon. The reader will gain an appreciation for the process of choosing the appropriate technology transfer mechanism in appendix E, based on the knowledge of *who profits, who works, and who pays*. Appendix F lists additional bridging organizations, while appendix G provides a model CRDA.

This book is an excellent contribution to the growing set of documents that is slowly emerging from the experiences in the technology transfer community since the enactment of the 1986 Federal Technology Transfer Act. As a source of reference, the book is a worthwhile addition to any program or R&D manager’s professional library.

George K. Krikorian holds the ADPA NSIA Industry Chair within the Executive Institute of the Defense Systems Management College.