

King's College London Strategy for Innovation

King's will differentiate itself by the way in which our behaviours and actions support our core belief, that society benefits from the way others use our knowledge.

Research and innovation are two very different processes, not just different ends of a single continuum. True research is curiosity driven, and works forward in time, expanding the tree of knowledge. Innovation is in many ways the opposite, it works back in time from an innovator's assertion of a better future outcome. Innovators build a plan that pulls together all the necessary human, financial and intellectual resources, including academic knowledge and judgement when appropriate.

Success will come from bringing these processes together, while retaining their separate identity. The rigour and momentum of curiosity driven research needs to be retained, while allowing innovators to use its output and allowing academics to use their broader judgement and experience to support the delivery of innovation. Most academics are not innovators or entrepreneurs, no more than most business people, although there are a few notable exceptions. Innovation is not limited to business, it is at the heart of all vibrant public and private sector activity. So, innovation is a part of everything we do. Whether it is delivering innovative was of supporting our own core research and education activities, or in how we support others innovate within their sectors.

King's wants to work openly with innovators. We recognise the value of combined resources to focus on a problem, a need or an issue and the power of different people and organisations being able to work easily together to solve it. We do not seek to be in controlling position or to limit access to the outcomes. For King's, being "first" is not as important as contributing to change which makes people's lives better. Innovation is not a means in itself, but a mechanism to achieve this outcome.

By behaving in this way we will build a community of partners. People want to work with King's; researchers, students, external partners and funders. We are perceived as a university that understands its place within the socio-economic system and through knowing, delivers results. We are taking a long term approach, because it is the right approach, and we understand that the full scale of benefits will take years to deliver.

The urgency for articulating an open innovation vision

In the midst of an economic recession, where excellence will be a key driver for funding, we need to be clear about what value King's College London can bring to society and the economy. HEFCE, the Research Councils and other major funders will reduce budgets. They, like other funders, will choose to invest public money where they are able to understand, and have confidence in, the benefits that will be delivered.

Innovation is high on the agenda for all the Research Councils and other major funders. The Councils each have a plan for innovation and each has created schemes to support it. The Technology Strategy Board has a budget of over £1bn (08-11) to spend on innovative research within the UK. This includes the creative industries and biomedicine. The timing is right. External organisations are increasingly struggling to work easily with HEIs. It seems that purpose is being forgotten and process reinforces this.

We have the intellect, the interest and the capability necessary. But until now we haven't explicitly encouraged innovation or provided a strategy within which people can understand how to work and to set goals to ensure fulfilment. We have a moment of opportunity. To fail to capitalise on this, will be to fail.

Innovation: our strategic purpose

- To work openly with others to create lasting public benefit.
- To be the preferred partner of choice for those external organisations and funders that matter to us.
- To establish innovative behaviour as a quality recognised in career progression at King's.

What will we do differently?

- We will engage in and support meetings and events that bring us in contact with the sort of people with whom we can have innovative conversations, both external and internal.
- Our philosophy for interaction with others will be explained clearly and consistently.
- We will work with external organisations and people through a variety of mechanisms that are appropriate to the situation. Contractual arrangements will be more about dissemination and less about control of intellectual property.
- Innovation success will be recognised and celebrated.

Comparators

Picking three giants from the IT industry, we can reflect on the perception of innovation and the benefits that this brings.

IBM is seen as an internal innovator. Industry commentators have described its attempts at open innovation as lacking focus and depth. Its web presence is one of a solid provider of platform technology and equipment. It does not give any impression of its approach to R&D. It is very "product" and sales orientated. At the other end of the spectrum, Apple is regarded as highly innovative. But it is not seen as a company that is open in the way it innovates. Whilst it engages with users to create and design, most of the innovation comes from within the company, and is highly controlled. Apple has no easily found links to R&D or innovation on its web pages. Contrasting these two is Google which is seen as highly innovative and open. It partners with other companies to develop new products and has an ethos of reaching out to the wider community of inventors and developers, as well as its users. To build a successful business it chose to bring in new technology and businesses. This has made Google the most successful high-margin, high R&D, high-growth tech company of the 2000s. It has a public philosophy for R&D and innovation and profiles its partnerships.

Where IBM is a sound world class research organisation and manufacturer, Apple and Google have shifted their businesses to respond to opportunity and to a world market. The way in which they have tackled this demonstrates that it's not so much what you did, but what you can do, that gives you the edge.

Open innovation at King's

King's currently pursues open innovation ad hoc. Where it flourishes, it is highly regarded. For example:

The Materials Library provides access to prestige resources and knowledge at King's for designers, engineers, architects, medics, crafts people, and the public through exhibition & event. It brings in materials and experts from other institutions to create an unparalleled resource base in the UK. Sponsors include Research Council and respected charities. Mark Miodownik is presenting this year's Royal Institution Christmas lectures.

The Pfizer Pain Laboratory at King's enables Pfizer staff to work at King's with our researchers on projects of joint interest. The aim is publication and the creation of new knowledge. Pfizer publically state that this has been one of the swiftest and easiest arrangements to set up because King's was clear about how it wanted to work and what it wanted to achieve.

The *Shakespeare Centre and the Performance Foundation* maximise our location in the heart of London's cultural quarter and engage with London theatres to enrich teaching, research and the audience experience.

NEWMEDS is an international consortium of researchers and industry collaborating on projects to find new methods for the development of drugs for Schizophrenia and depression. The lead company is Lundbeck which is publicly championing the IOP as a key research centre.

The flexible research relationship between Philips and *Imaging Sciences*, with company scientists in the Division, has created new research streams, new products and a partnership that has enabled substantial EPSRC grants.

We engage in open innovation, so the question is really what should the next steps be?

We must move our staff to believe in the importance of open innovation and the relevance to them. We cannot afford open innovation to be seen as an academic strategy. We will communicate the strategy to people in all roles.

We will pursue a College communications plan to support the open innovation strategy. By making this strategy and our innovation stories public we allow Kings and the external world to engage with our purpose. We will make use of the College website. What we choose to say and the language we use will communicate our intentions and behaviours.

Heads of School will be asked to incorporate open innovation within their School strategy. It will no longer be seen as a standalone. Academics will share their stories of open innovation. We will actively support open innovation initiatives and signpost success.

We will align strategies within professional services to support our ambitions for innovation, most particularly ERD and ISS. And ensure that administrative people understand and are enabled to support the strategy.

Open innovation necessitates choice in the way we chose to carry out certain activities. Policies and practice will be reviewed and revised to ensure these are consistent with our vision for an open King's. In particular the way we make our best research accessible and how we transact agreements. However, open innovation is not necessarily free innovation.

Open innovation requires conversations and trust, and we will support opportunities for new conversations, both across the College and with external people and organisations. Innovation behaviours in our academics will be recognise and reinforced though their profile, their career progression and measures for personal reward

Measures of success

Measures will include what we achieve, how we behave and what others say about us.

There will be more involvement of external organisations in our research and teaching and more use by external organisations of our research and teaching. Where external organisations and people are coming to King's to gain from our knowledge we will see an increase in consultancy and executive education activity. Our research collaborations will be more complex possibly involving

more partners or tackling new grand challenges. [There will be more joint publications with external organisations].

We will be cited more as an exemplar of best practice in the university sector. Government and funders will look to us to provide examples of our innovation with others.

Longer term we will see new interventions, services and products available that benefit people and which came from the role we played in the process of innovation.

If we succeed in creating a vibrant open innovation culture, people will want to work with us and be a part of King's. And those who are not will ask why their universities are not working in this way.

In summary, the extent of change we want to effect won't be easy in a complex environment like King's. But if we are clear about our strategic intent and let our behaviours follow this, we will succeed. We will need to identify people who have enough vision and ambition to understand the intent and the challenge and who are brave enough to engage with it.

In 1951, George W Merck said: *"Medicine is for the people. It is not for the profits. The profits follow and if we have remembered that, they have never failed to appear"*. We could as easily substitute *"academic knowledge"* for *"medicine"*. Our open innovation strategy is about supporting the long term health of the College.

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