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FINDING THE RIGHT PARTNERS (INDUSTRIAL AND FINANCIAL) AND
PUBLIC RELATIONS WORK

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TABLE OF CONTENTS

IDENTIFYING THE RIGHT PARTNER

SINGAPORE INC.

NATIONAL SCIENCE & TECHNOLOGY PLAN

FRAMEWORK FOR SCIENCE & TECHNOLOGY
(National Science & Technology Board)

LINKAGES & PUBLICITY

CONCLUSION

IDENTIFYING THE RIGHT PARTNER

Everyone and Anyone - Fit is important

- Relationships
- Compatible technologies
- Commitment

Dual focus on basic research and applied research

- Commitment to technology and manpower development

1. There is no single partner that will fit into everything that is done at the NUS. Neither is it the purpose of the University to confine itself to one partner in any specific discipline. In effect, the NUS becomes a center for the free flow and exchange of know-how in an academic environment. This is a national principle in Singapore, whether in R&D, in the case of NUS, or in other areas of business and other activities. Without the building of relationships with a partner with compatible technologies, it is difficult to build a long-term commitment. We have yet to see a successful partnership with a financial partner such as a venture capitalist. This is primarily because the objectives of both parties are not fully compatible. We have not, however, stopped looking for interest in our spin off companies.

2. NUS has a dual focus on basic and applied research. This enables NUS to bridge the two and bring our research to the industry. This allows NUS to straddle technology and manpower development, but restricts our resources, as mentioned earlier, in respect of bringing our intellectual property to the market. A partner which NUS looks for must therefore be made aware of these limitations and strengths. NUS, however, is able to leverage on what is called the Singapore Inc. approach of the Singapore government. This approach allows different government agencies and ministries to work together in a national effort to cultivate foreign partners to work with local companies, institutions and agencies.

SINGAPORE INC.

A nation-wide endeavor to develop R&D

The National Science & Technology Plan

- A multi-agency ministry approach

3. Singapore recognizes that its resources are limited and follows a strategy of maximizing resources by treating the nation as one "big corporation" where all parties can share their resources with one another. NUS follows this basic national strategy by focusing its limited resources in research towards areas of strategic importance to Singapore, supporting national programs rather than its own. The National Science and Technology Plan is the primary program targeted at the development of a skilled workforce and of technology to support the growth industries of Singapore. NUS focuses its efforts to play a supporting role to this program. Of course, this is not the work of a single body in Singapore, but of a group of government institutions and agencies.

NATIONAL SCIENCE & TECHNOLOGY PLAN

Government supported \$4 billion fund
Support & Incentives
Manpower Development
Technology Innovation & Commercialization
Technology Infrastructure
National Framework for Science & Technology Development

4. The National Science and Technology Plan is encompassed in the vision for Singapore to be a world class science and technology base in fields that match Singapore's competitive strengths and that will spur the growth of new high value-added industries. This program is spearheaded by the National Science and Technology Board.

5. How does Singapore attract foreign companies to collaborate with its institutions and local companies to do R&D? The government has put in a lot of money and resources primarily to support this activity. Research grants are available, training grants are available, investment funds are available, and the government has set up research institutes and centers targeted at specific areas of specialization. When a company wants to come to Asia, localization of its products is one primary concern. Singapore provides incentives and the necessary infrastructure to make it worthwhile to do its developmental work here. This is, of course, a simplistic presentation of a program for which a government agency was created. A more detailed document can be obtained from the National Science and Technology Board for more information or their web site at <http://www.nstb.gov.sg>.

6. NUS is also a recipient and co-recipient with local and foreign companies in quite a number of R&D projects.

FRAMEWORK FOR SCIENCE & TECHNOLOGY

(National Science & Technology Board)

7. A pictorial representation of the National Science & Technology Plan is represented here. Singapore has identified specific areas of technology, which can also be identified as industry clusters, of strategic importance. These are:

- information technology / telecommunications
- microelectronics / semiconductors
- electronic systems
- manufacturing technology
- materials and chemicals technology
- environmental technology, energy, water and resources
- biotechnology
- food and agro-technology
- medical sciences

8. Through government agencies which promote these industry clusters, industrial companies are introduced to the various support mechanisms and incentives and to NUS. The three main ministries working together in this effort are the Trade & Industry, Health and Education Ministries.

LINKAGES & PUBLICITY

Newsletter – INTROLinks
NUS Technology Directory
World Wide Web (INTRO Homepage) – <http://www.nus.sg/INTRO>
NUS Technology Associates
National Technology Databank - <http://www.ntd.org.sg>

9. While a national effort is in place, INTRO does also carry out its own work in finding partners through publicity activities.

10. Our newsletter, INTROLinks, is published on paper and the Internet. It provides information about NUS technology, technology offers and our collaborations and licensees.

11. The NUS Technology Directory, also found at our web site, provides a detailed description of the work of our staff members which is ready for collaboration with industry.

12. All information about NUS, INTRO and our technology offers are available on the Internet.

13. The NUS Technology Associates program provides more intimate ways for a company to know what new activities, technologies and information are available at the NUS. Members are updated regularly and given access to university resources such as the library.

14. NUS also collaborates with the National Science and Technology Board in the National Technology Databank. This is a national program to provide technology offers and requests from local and foreign sources. Through mailing lists and the World Wide Web, this provides another national effort to bring partners together both from Singapore and overseas.

CONCLUSION

Change
Leverage technology
Team work
Work hard

15. Promotional work is a continuous process. Neither is it static. We change our strategies to suit the times we live in. We use new technologies to help us in this work. Teamwork is extremely important. Work hard.

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