

Impact in the Research and Innovation Process



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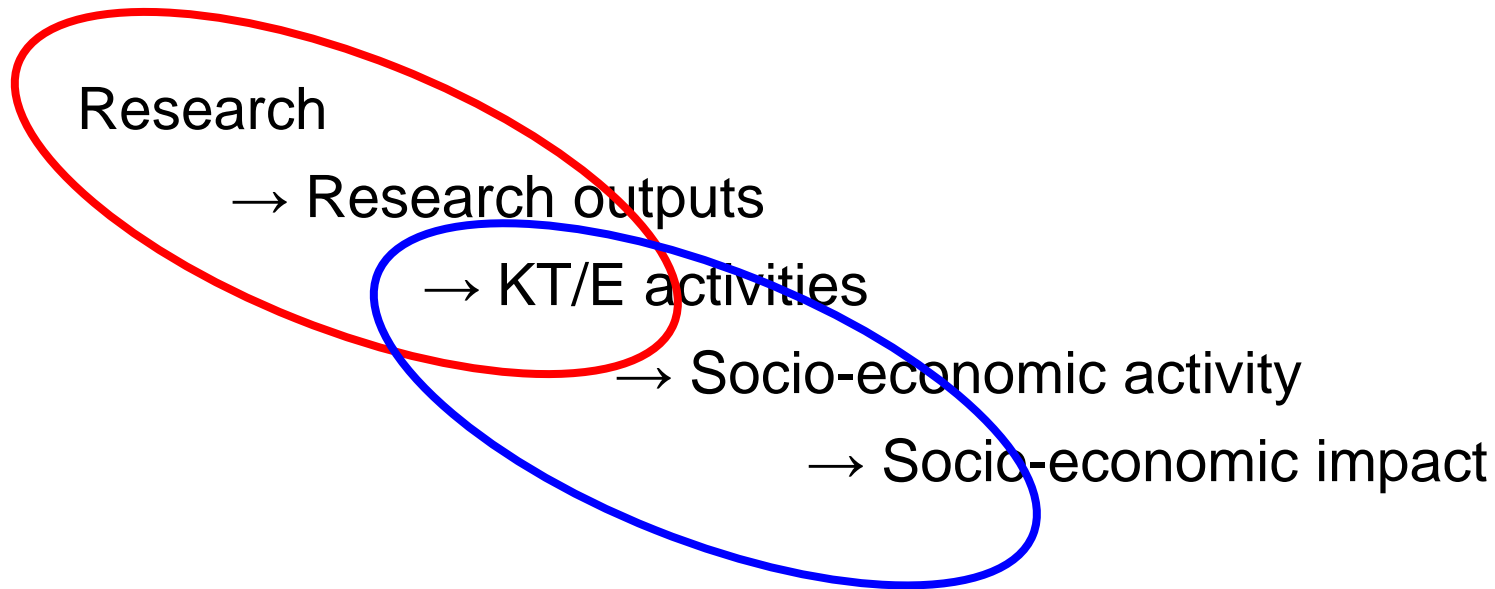
INORMS, Cape Town
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- A Range of Drivers
 - Academic
 - Institutional
 - Governmental
 - Customer
 - Societal
- Not always aligned
- Can create frustration for researcher and professional service alike

The Need for Integration

- Research and innovation are part of a single continuum
 - Non-linear
 - Multi-dimensional
 - Complex

The Relationship of Research to Impact



Lifecycle Support Activities

- Intelligence and Business Development
 - Proposal / Activity Development and Support
 - Operational Support
 - Output Development and Use
 - Doctoral Research
- Activity Analysis
 - Research Governance
 - Assessment
 - Research Strategy, Policy and Planning
 - Research and Enterprise Systems

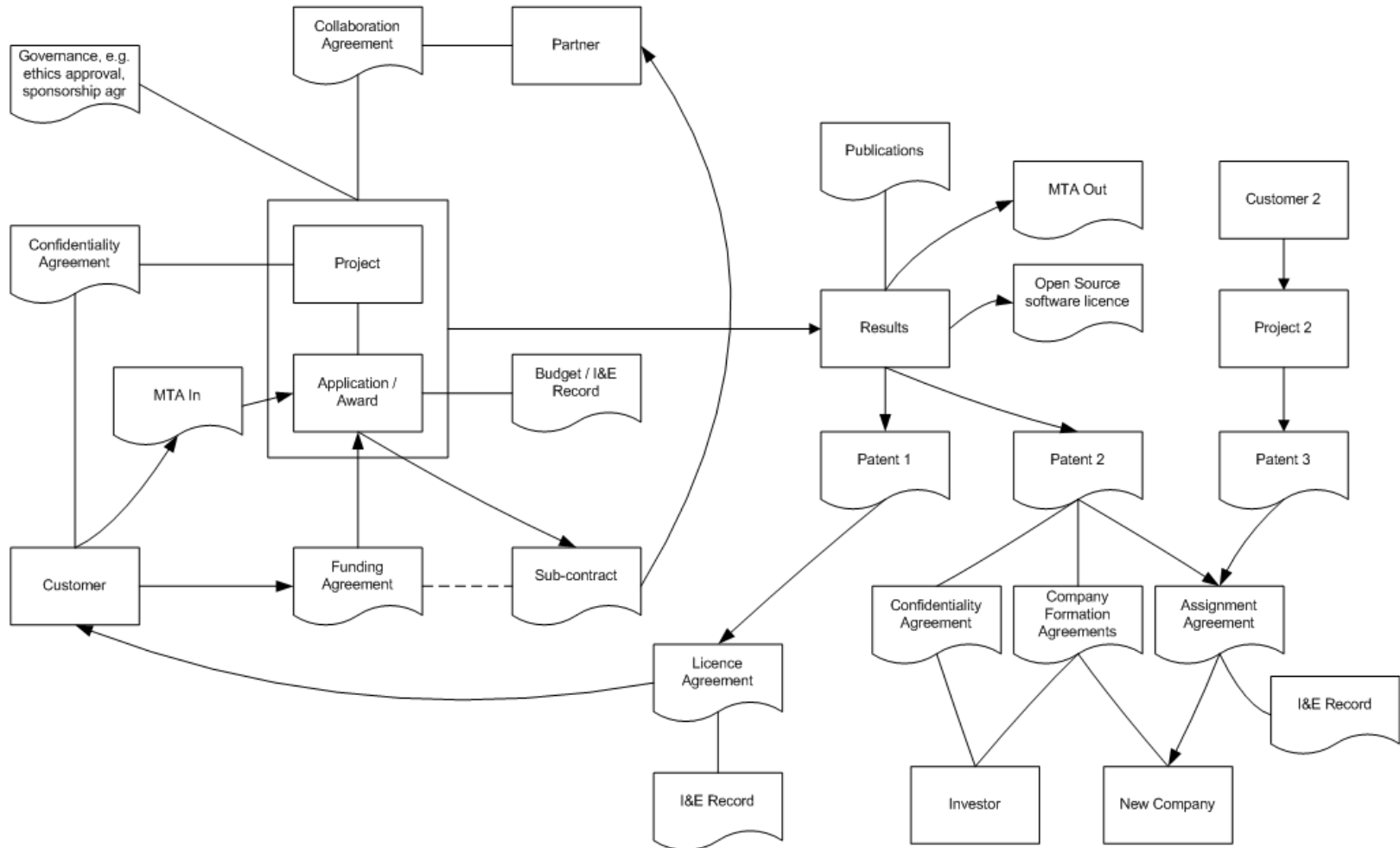


Development and Support of
Activities



Management and Governance
Framework

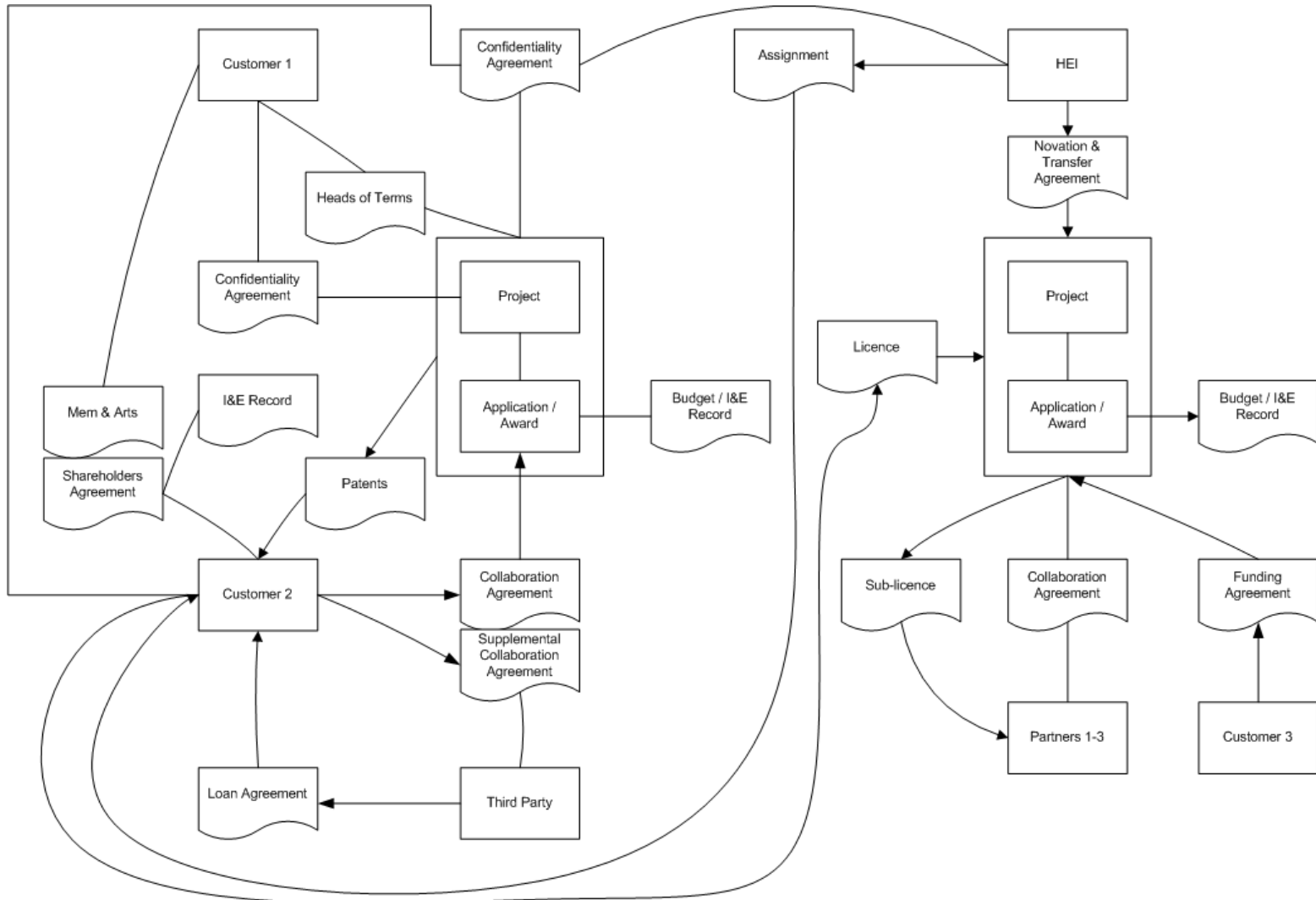
Project Structures and Agreements



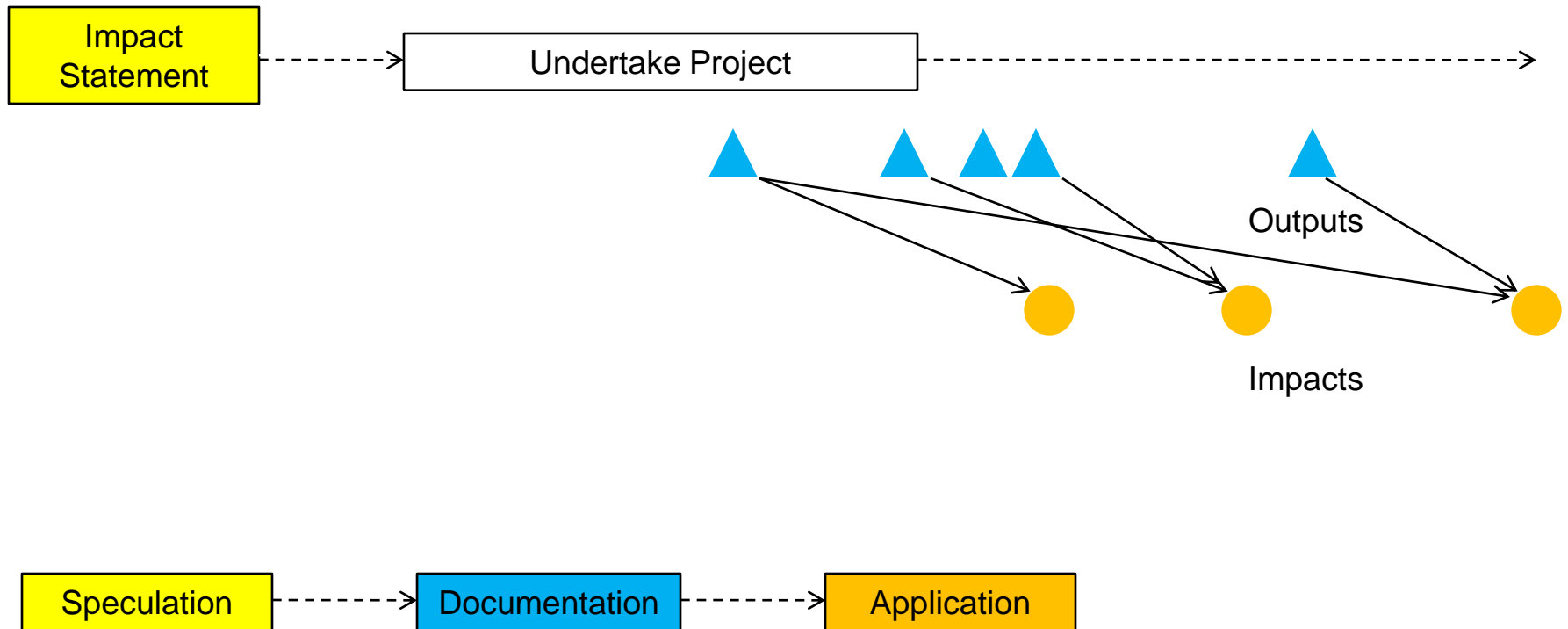
Features of an Example Project

- Loan finance
- Company formation
- R&D funding
- IP transfer
- Funding transfer and renewal
- Multiple partners (academic, commercial, and governmental)
- Partnership development agreements

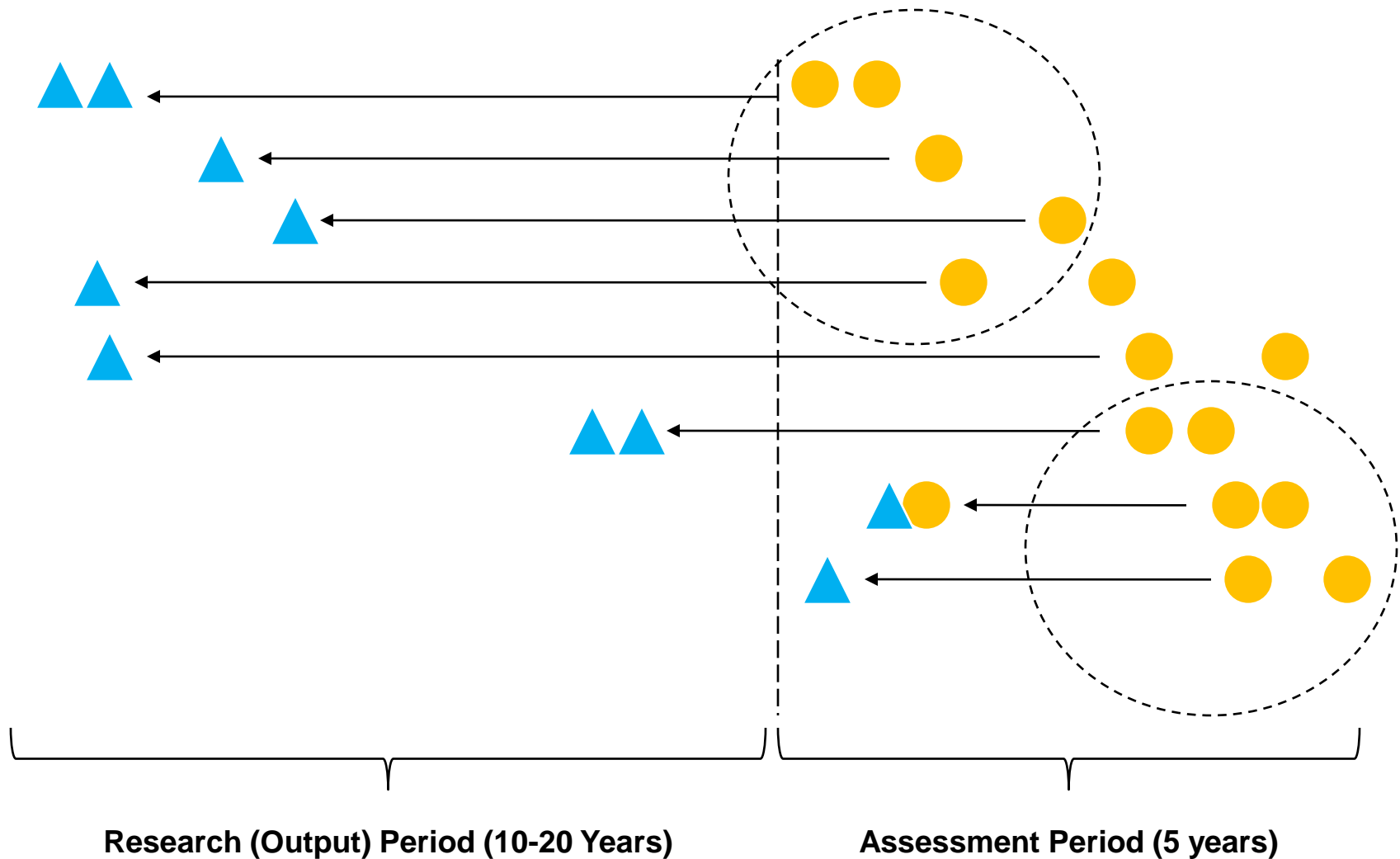
Example Project Schematic



Impacts from a Research Project



Periodic Research Impact Assessment



- Research and innovation are part of a single continuum
 - Non-linear
 - Multi-dimensional
 - Complex
- Research and innovation are also set in an institutional context
 - Relationship to teaching and learning
 - Relationship to the institutional planning process
 - Performance management of units and of staff

The Skills and Knowledge Needed to Support Research and Innovation

- Diplomat, politician, people manager and motivator
- Organiser, manager, project manager
- Knowledge of HR, finance, estates
- Law (contract, IP, company, employment)
- Commercial nous, negotiator
- Use of systems, e-business
- Marketeer, PR, communicator, spokesperson
- Customer manager
- Technical subject knowledge, market needs
- Policy maker and interpreter

- What do I need to have in place in terms of:
 - Policies, Processes, Systems, Skills, Training, Governance
- How innovative am I in delivering these?
 - Artificial distinctions in types of activity
 - Constraints rather than enablers
 - Transaction processing or facilitation and active management
 - Managing risk, rather than seeking to eliminate it
- Is everything really necessary?
 - When does active management become interference?
 - Is all this information actually useful?
 - Strict process or use of managerial discretion?

- Research and innovation is a highly complex, behavioural system, which needs to be integrated
- It involves non-linear, multi-factorial, long-term and iterative processes
- Different perspectives give different emphases
- Managing creativity needs a subtlety of approach, at individual, institutional and sectoral levels
- In the current constrained environment, we need to be more flexible, rather than introduce tighter controls

Questions and Discussion