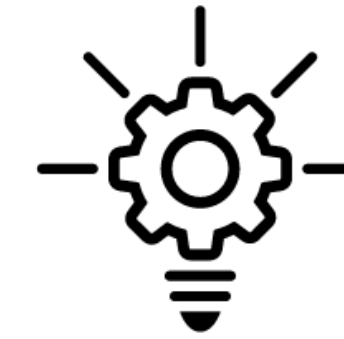


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New models for knowledge transfer

16th October 2023

About me



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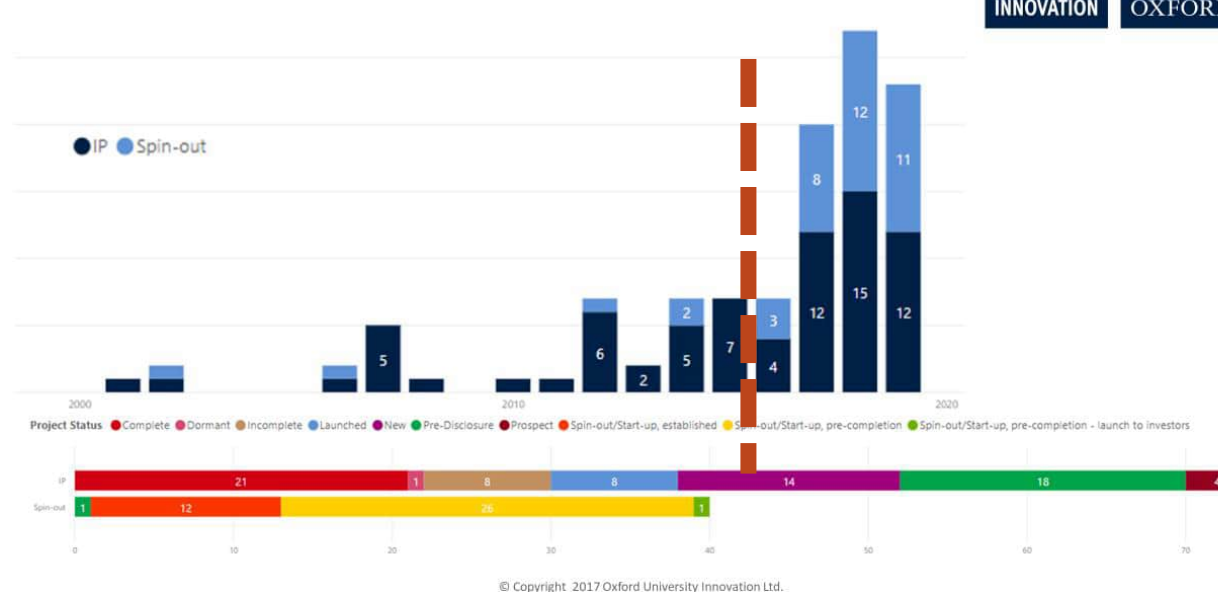


Mark Mann

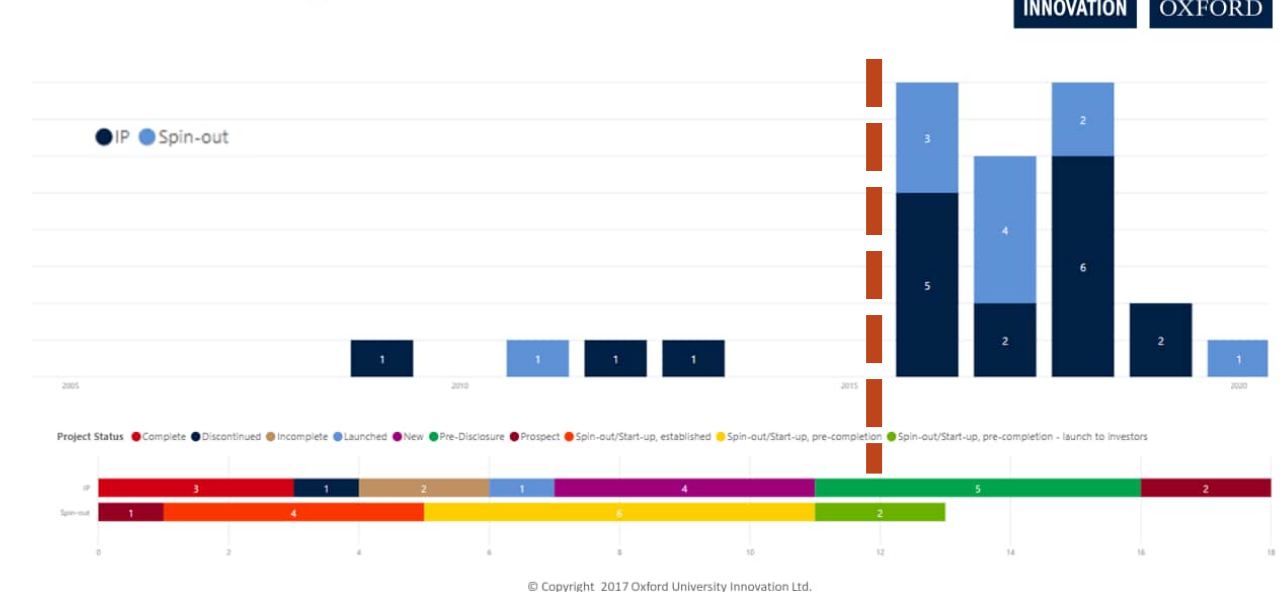
Mark Mann OÜ was founded in 2021 to provide strategic innovation services to technology transfer offices, corporations and institutions wishing to expand and diversify their impact offering. Its founder, Dr Mark Mann, developed a reputation for being a leader in the field whilst working at the University of Oxford, where he:

- Vastly accelerated Oxford's Humanities and Social Sciences pipeline by developing new template spinout models.
- Developed templates for Oxford's new social venture spinouts.

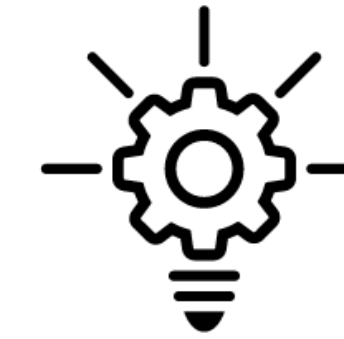
Social Sciences Division
114 (including joint) active projects



Humanities Division
31 active projects. 8 deals done.



Creating and facilitating impact in society



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Adam Stoten (former COO of OUI)
Licensed the new COVID vaccine from the University of Oxford to AstraZeneca in early 2020.

From licensing it at the beginning of the pandemic (March 2020), it was injected into my arm March 2021. By November 2021 it had been injected into 3 billion arms

External impact data

58 Oxford companies reported to OUI on number of users, UN SDGs and impact metrics.

Across those 58 companies

44 companies define impact metrics for their products / services.

21 companies currently capture impact data from current sales / activities.

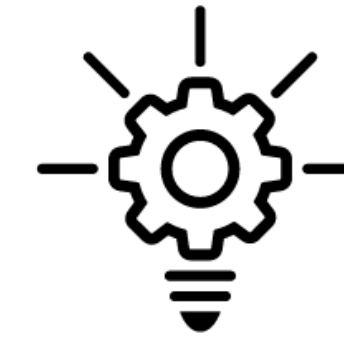
52 companies address UN SDGs.

66,451,696
Users



Companies can address more than one UN SDG.

The mechanisms



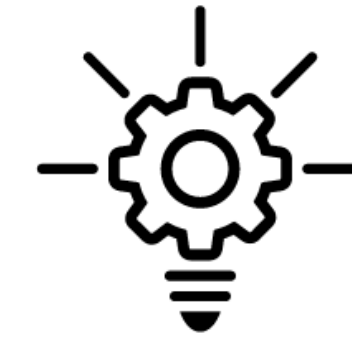
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Note: this is not what you do, but what a contract at a particular stage of a project might look like

- ⚙ Partnership
- ⚙ Policy Engagement Project
- ⚙ Public Engagement Project
- ⚙ Commercialisation
 - ⚙ Consultancy
 - ⚙ **Service Agreement** or Licence
 - ⚙ **Franchise**
 - ⚙ Mainstream Spinout
 - ⚙ **Social Enterprise / Non-profit organisation**



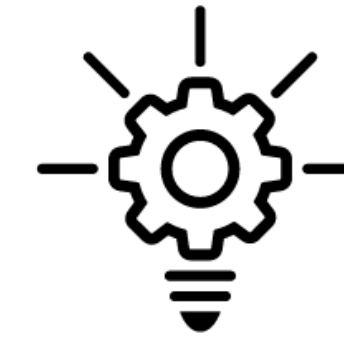
Mechanisms and processes are important but...



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Why do we not focus on mechanisms?



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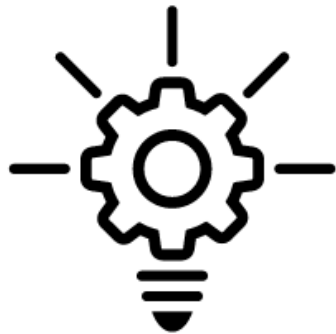
Example from the University of Oxford: SOPHIA Oxford UK

- ⚙ Research into poverty: index created (the value).
- ⚙ Used as a **policy** tool for government.
- ⚙ A bank requested a **partnership** to develop a tool to measure poverty for itself with the University and a locally-based social enterprise.
- ⚙ The partnership was a success. The social enterprise wanted to roll it out in its own country. This was done through a **franchise**.
- ⚙ Organisations in other countries wanted to take a franchise as well. A **social enterprise spinout** was set up to manage the franchises.
- ⚙ The work generated a lot of new data which was passed on to the **research** group to gain more insights.
- ⚙ They developed a data model for investment in poor communities to alleviate poverty (new value). This was **licensed** to the social enterprise spinout, which the **spun out a new for-profit company** from itself to provide this data to banks and government so that they can develop social bonds.
- ⚙ The new “**spinout of a spinout**” is **partnering** with the department to change government **policy** with the insights from the data.

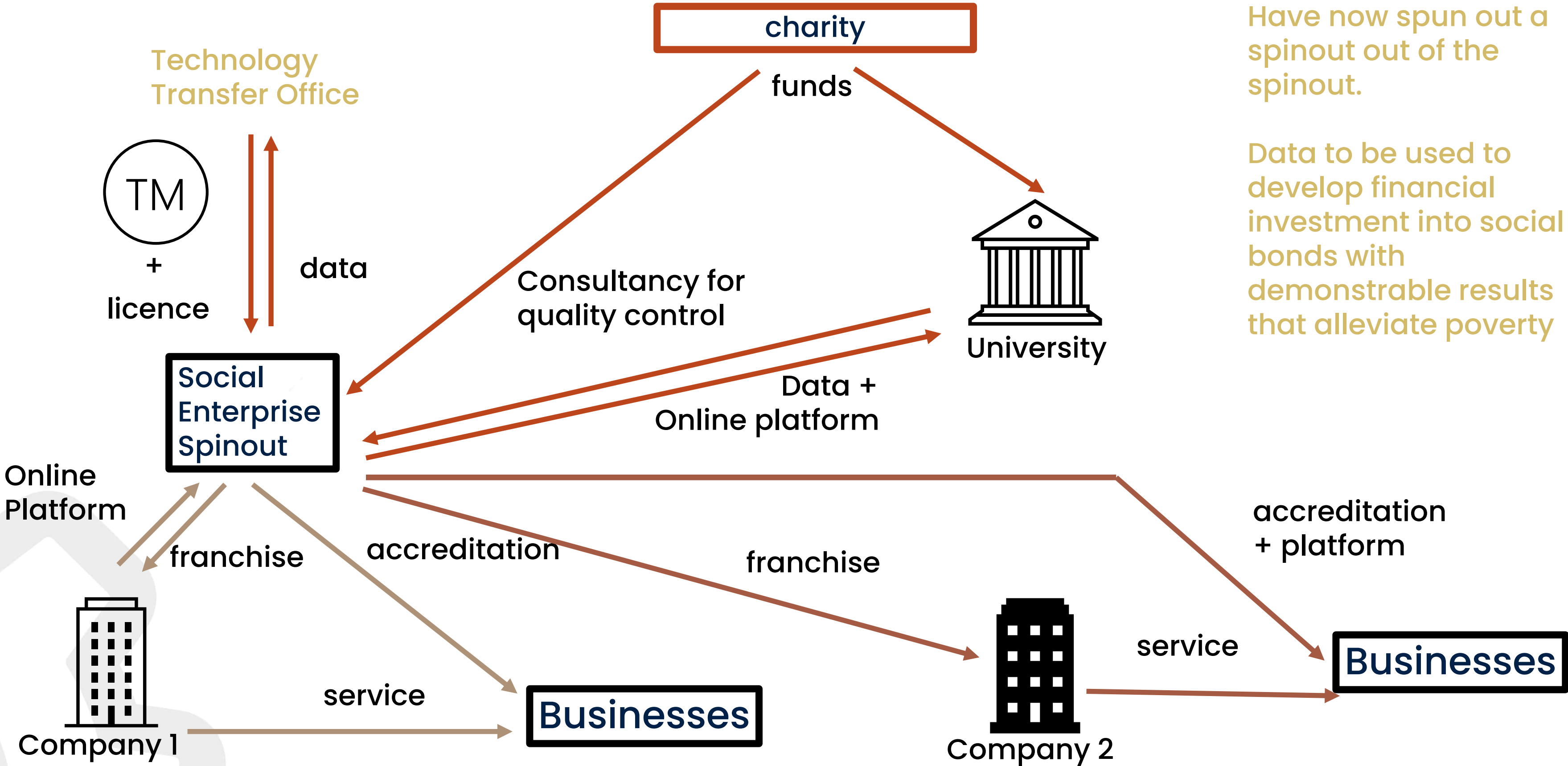


“Impact at scale”

Be creative



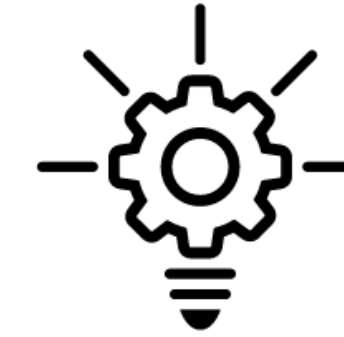
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Have now spun out a spinout out of the spinout.

Data to be used to develop financial investment into social bonds with demonstrable results that alleviate poverty

Wise Responder



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[BANKERS & INVESTORS](#)

[CORPORATES](#)

[METHODOLOGY ▾](#)

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BANKING ON WELLBEING

With Poverty Zero Scoring and Action Kits

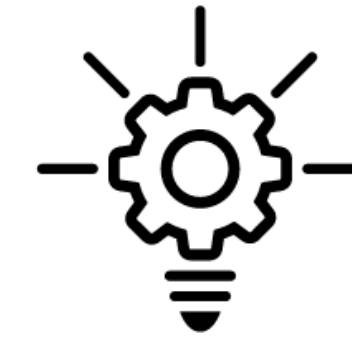
Wise Responder's groundbreaking, scientific methodology brings the power of quantifiable metrics for SDG 1, No Poverty, application to where it's most needed: the financial and business community, in emerging and developed markets, for use by financial institutions, corporations, and institutional investors eager to create and broaden access to sustainability-linked financing and investment.





Impact first not IP protection

The project chooses the mechanism

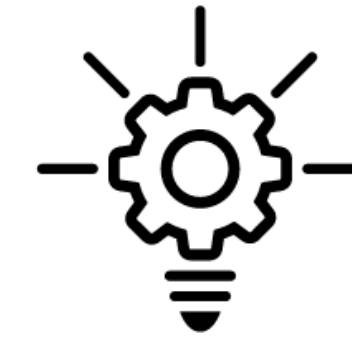


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"The wand chooses the wizard, Mr Potter."



1. A motivated researcher?

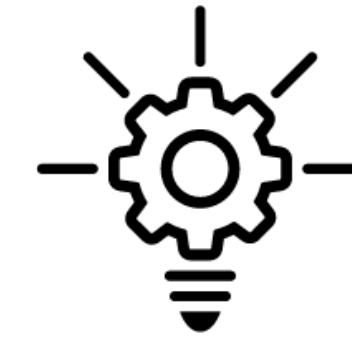


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- Research
- Grant Applications
- Paper writing
- Line management
- Committee Work
- ...
-

However, if a researcher does want to make a wider impact...

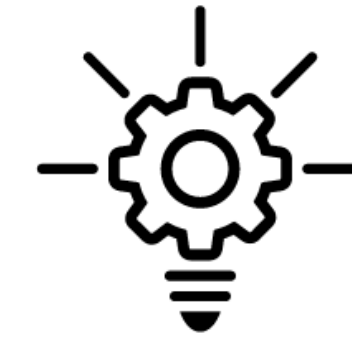


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A passion, a mission, a lifetime's work – this is the most important factor in success.

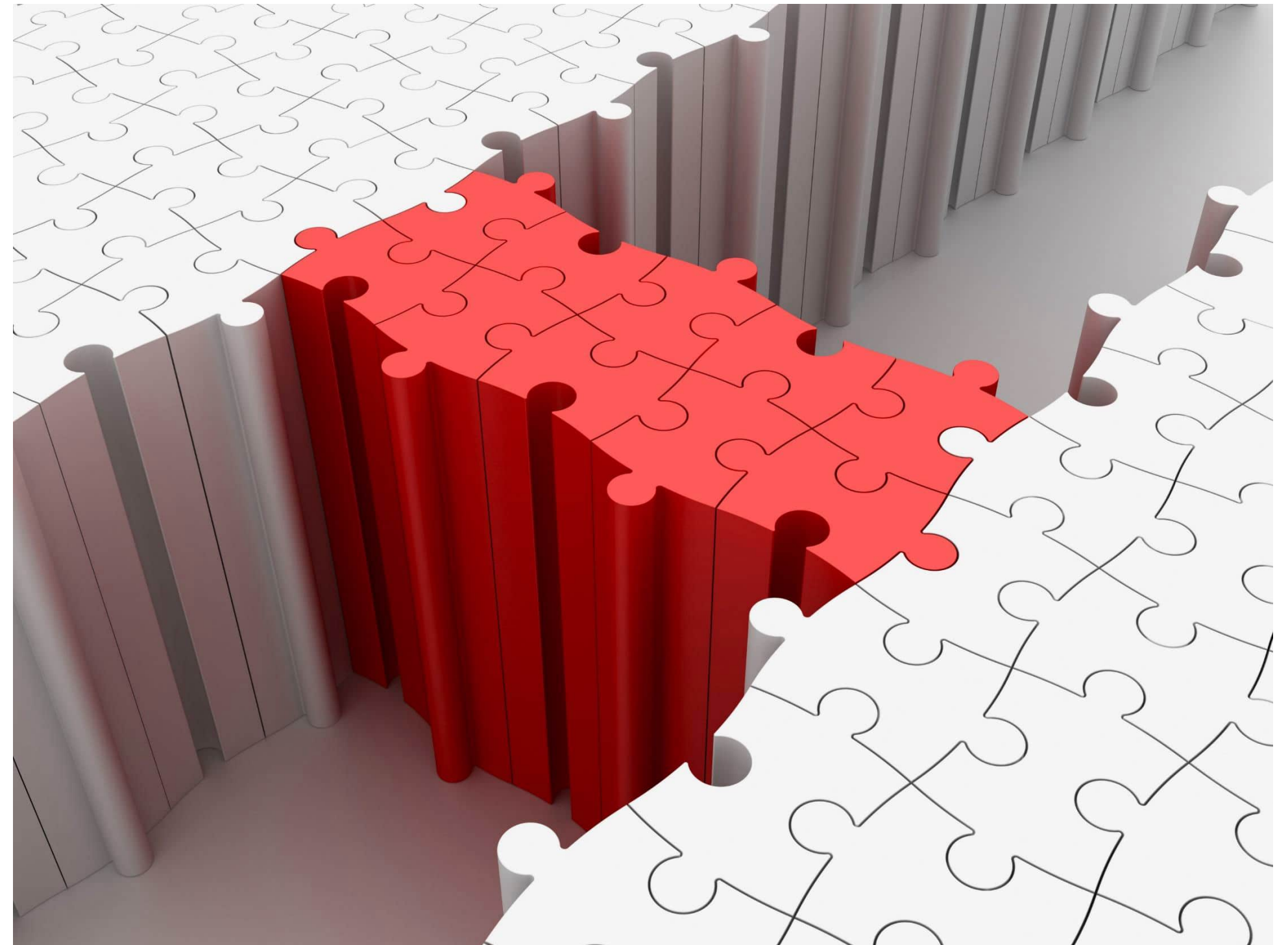


2. Are you solving a problem for someone or something?

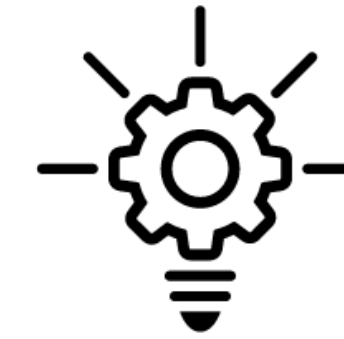


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- ⚙️ Is the project already engaged with partners outside the Institution?
- ⚙️ Is there a need, a want, or is this project a “nice to have?”
- ⚙️ Are there organisations out there looking for a solution to this problem?



Good signs



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1. Need
2. Want
3. Nice to have

The more organisations you have in 1 and 2 above, the better your prospects are.



You are already speaking to organisations or groups of people outside the Institution



There is a clear need for what you are doing

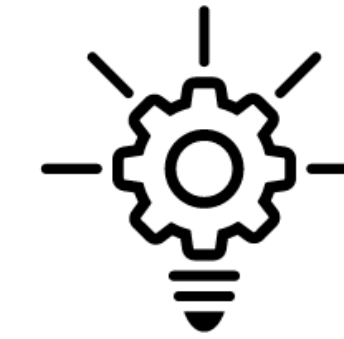


You have evidence that you have the solution



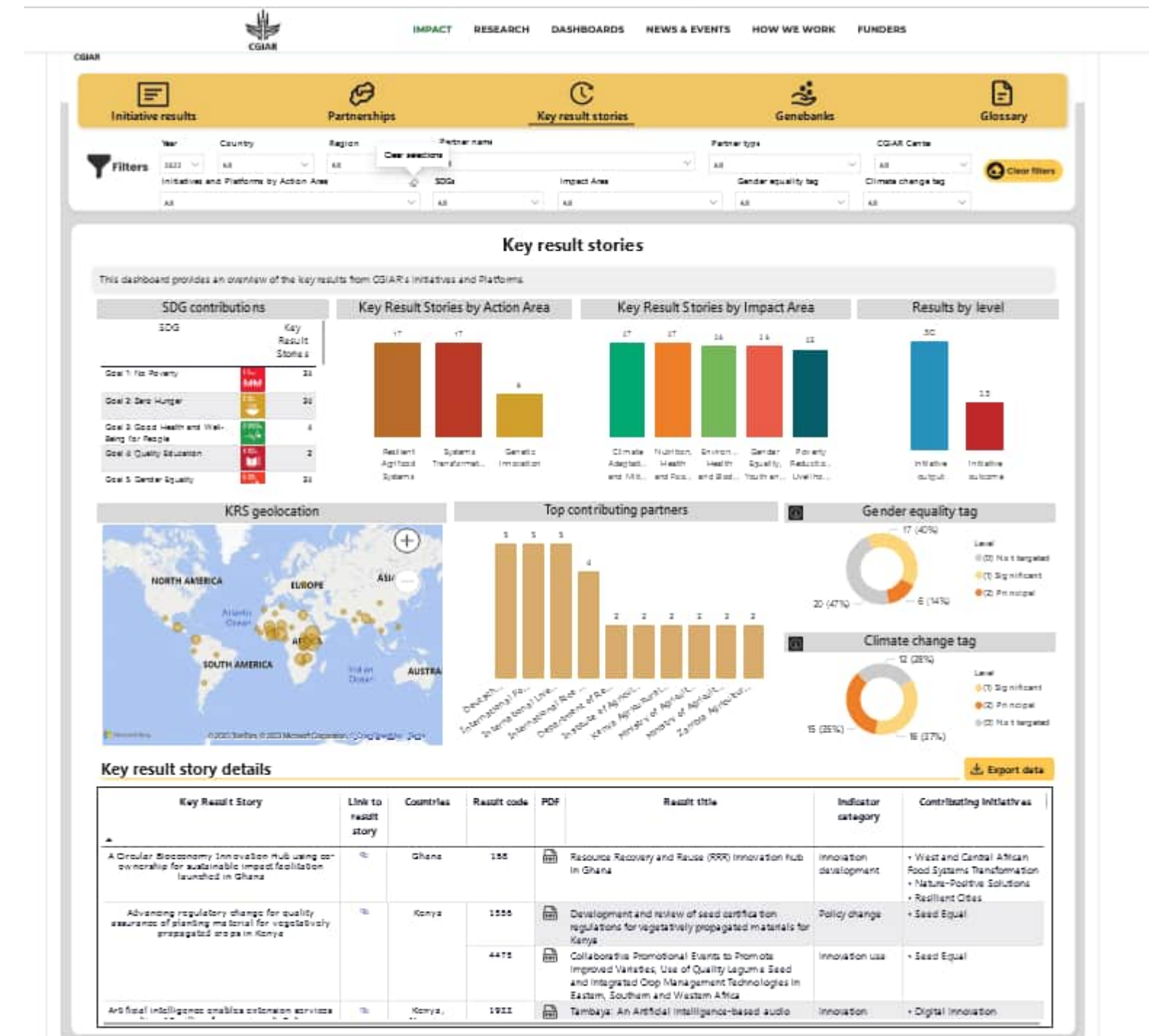
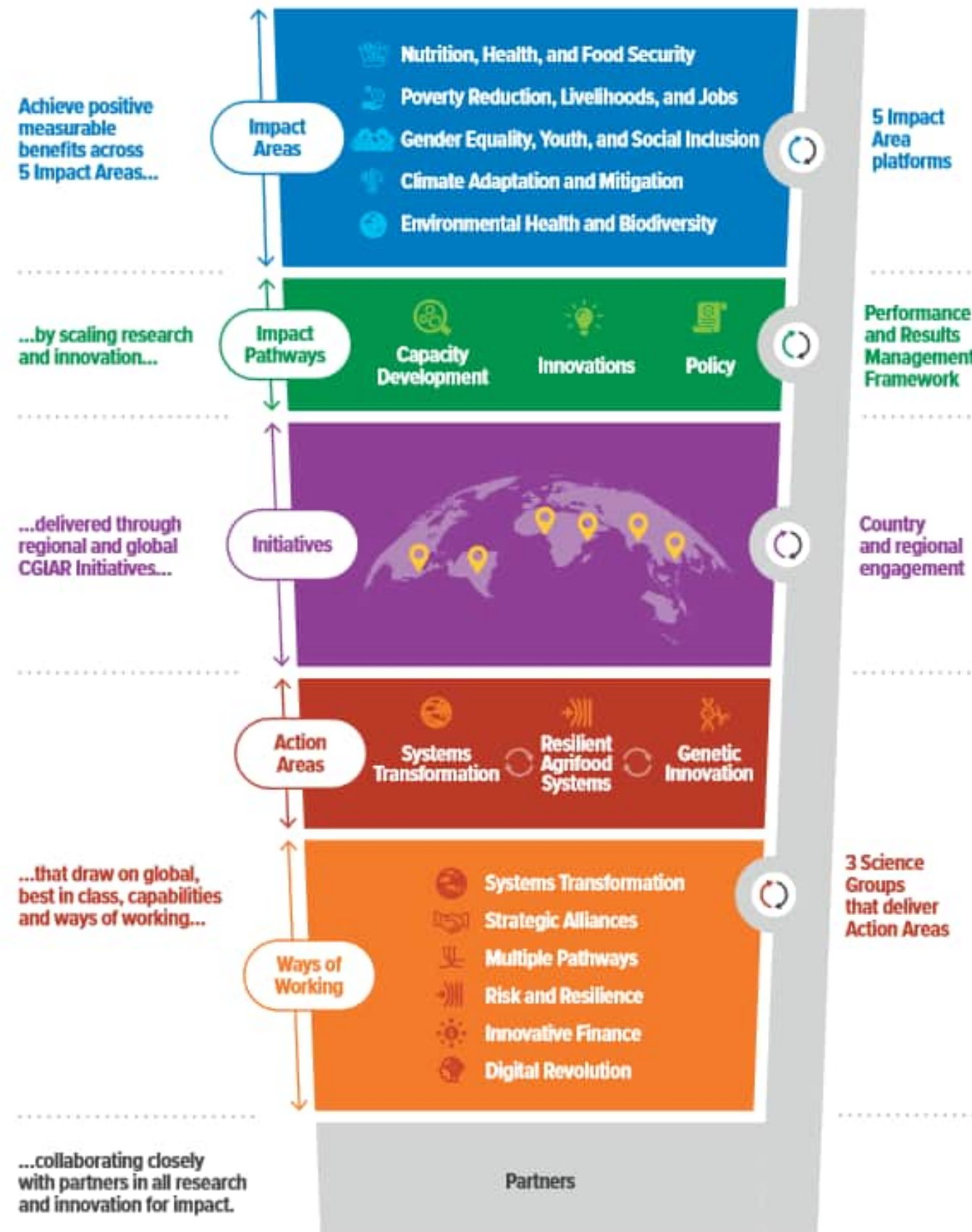
You see that this could spread far beyond your current interactions

3. Wider considerations?

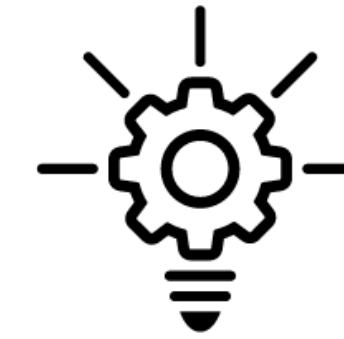


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Your own organisation's impact thesis. Is the project aligned?





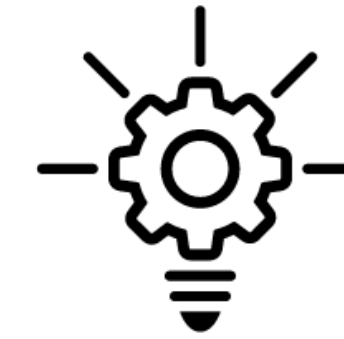


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KT³

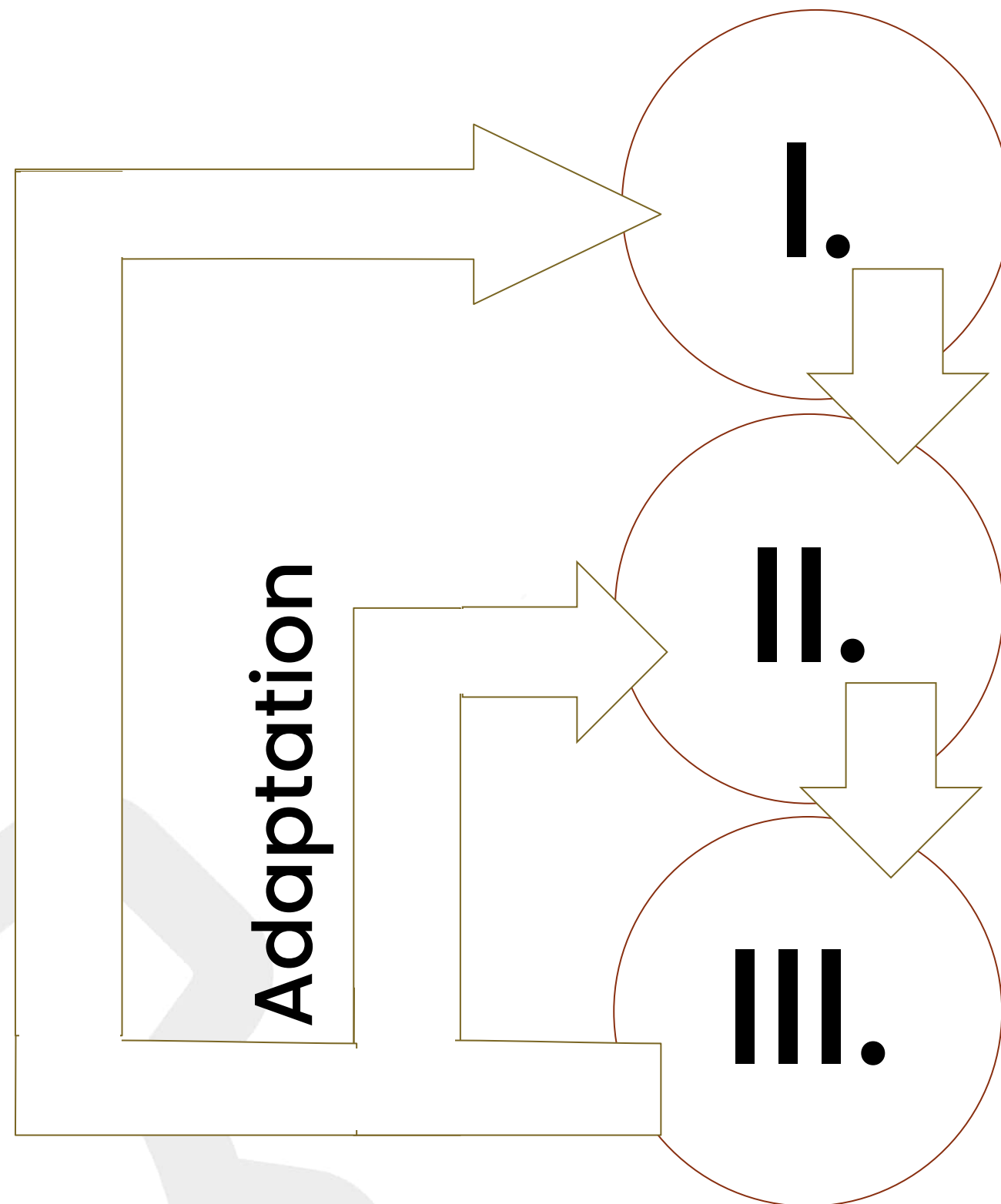
A methodology for working out what impact you can have with a new idea.

KT³ _ Methodology to turn research into a benefit.



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Consolidation



What is the research | result | competence about?

TECHNICAL" DESCRIPTION

WHAT

Who would be interested in the research outcome?

TARGET GROUPS [STAKEHOLDERS & BENEFICIARIES]

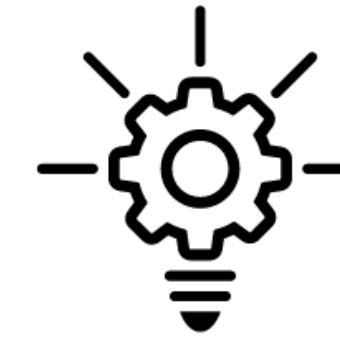
WHO

How might the research serve target groups?

Value Proposition

HOW (MUCH)?

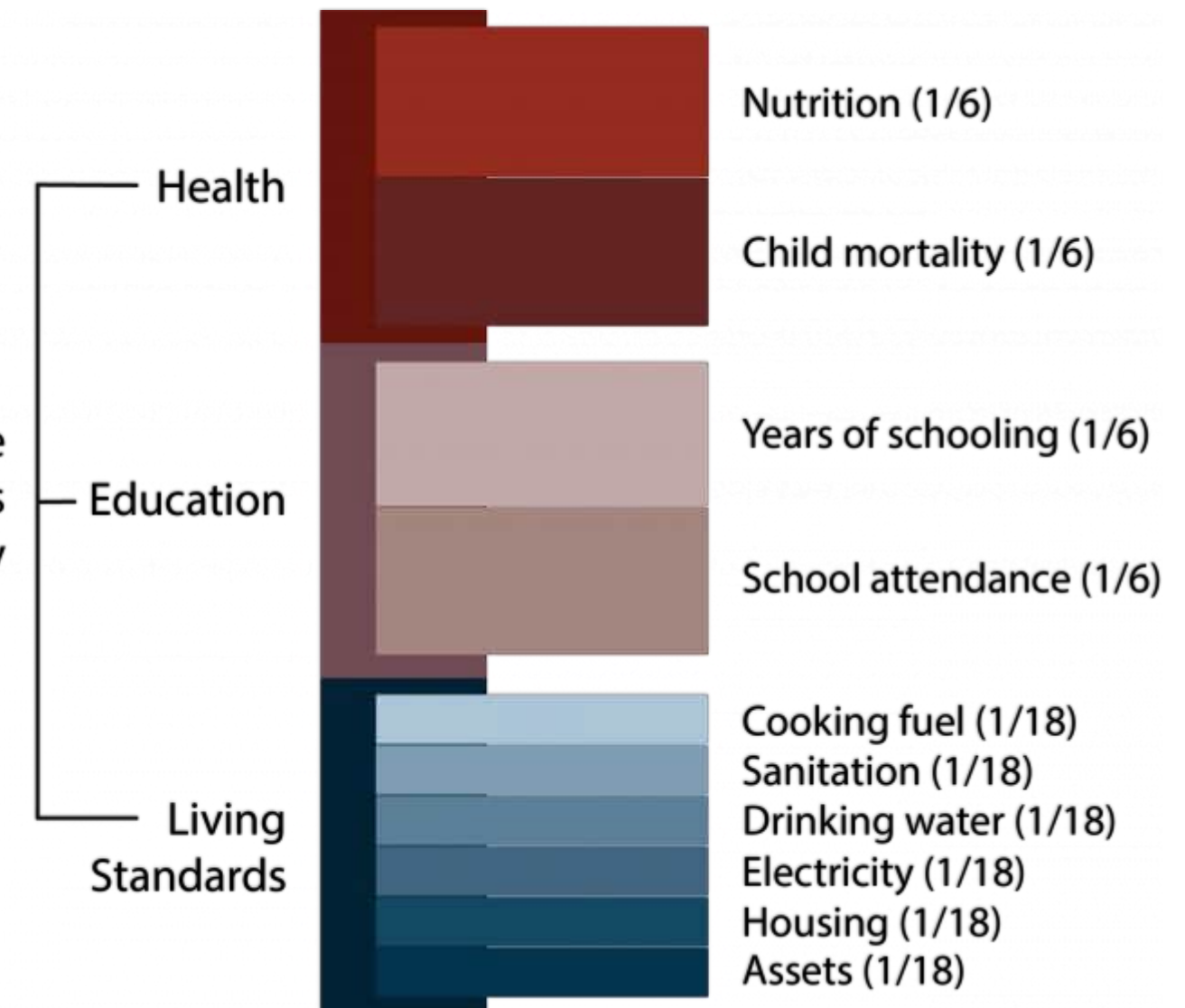
SOPHIA Oxford: WHAT?



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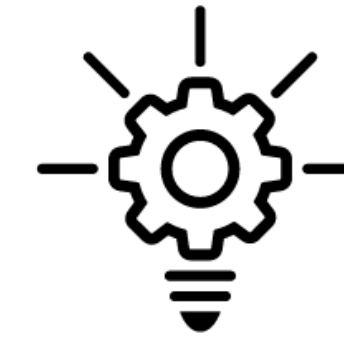
DIMENSIONS OF POVERTY	INDICATOR	DEPRIVED IF LIVING IN A HOUSEHOLD WHERE...	WEIGHT	SDG AREA
Health (1/3)	Nutrition	Any person under 70 years of age for whom there is nutritional information is undernourished .	1/6	SDG 2: Zero Hunger
	Child mortality	A child under 18 has died in the household in the five-year period preceding the survey.	1/6	SDG 3: Health and Well-being
Education (1/3)	Years of schooling	No eligible household member has completed six years of schooling .	1/6	SDG 4: Quality Education
	School attendance	Any school-aged child is not attending school up to the age at which he/she would complete class 8 .	1/6	SDG 4: Quality Education
Living Standards (1/3)	Cooking fuel	A household cooks using solid fuel , such as dung, agricultural crop, shrubs, wood, charcoal, or coal.	1/18	SDG 7: Affordable and Clean Energy
	Sanitation	The household has unimproved or no sanitation facility or it is improved but shared with other households.	1/18	SDG 6: Clean Water and Sanitation
	Drinking water	The household's source of drinking water is not safe or safe drinking water is a 30-minute or longer walk from home, roundtrip.	1/18	SDG 6: Clean Water and Sanitation
	Electricity	The household has no electricity .	1/18	SDG 7: Affordable and Clean Energy
	Housing	The household has inadequate housing materials in any of the three components: floor, roof, or walls .	1/18	SDG 11: Sustainable Cities and Communities
	Assets	The household does not own more than one of these assets : radio, TV, telephone, computer, animal cart, bicycle, motorbike, or refrigerator, and does not own a car or truck.	1/18	SDG 1: No Poverty

Three Dimensions of Poverty



It's a measurement. An index which can measure countries, and an adapted index which can measure the businesses within it.

SOPHIA Oxford: WHO?



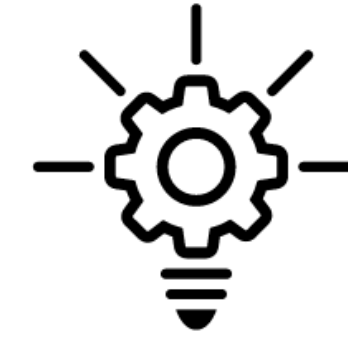
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Businesses and Government



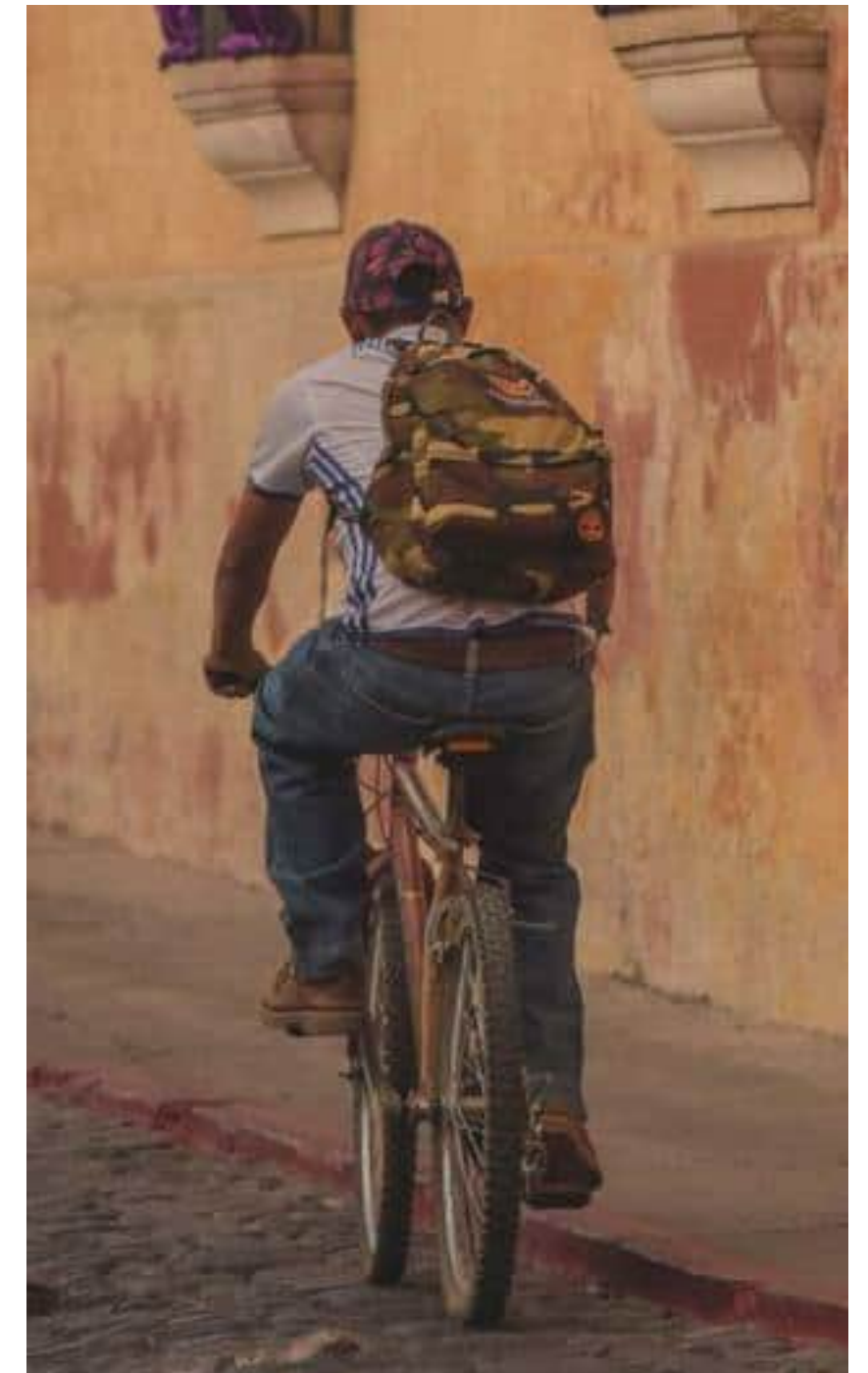
SOPHIA Oxford: HOW MUCH?



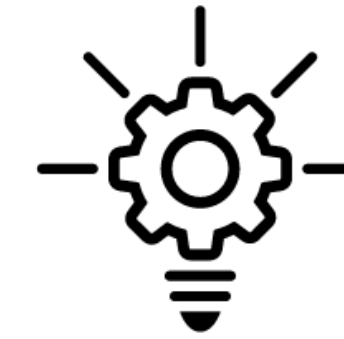
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You have a measurement system that can measure poverty.

1. A bank has asked to be measured. Why do they want to be measured?
 1. What value does the measurement have for them?
 2. What value does it have for their employees?
 3. What would the bank want to do with the results?
2. What would happen if their biggest competitor was measured as well?
 1. What would happen if each bank knew each other's score?
 2. What would it mean for the employees of either bank?
3. What would happen if all companies in a country were measured?
 1. Why would the government be interested in helping to get every company measured?
4. What is valuable about all of this?



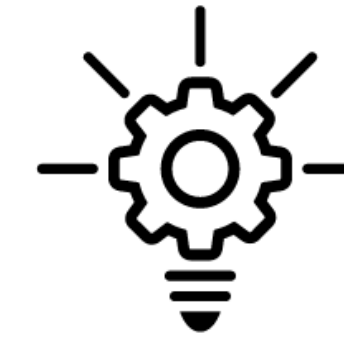
Value



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- ⚙️ Core to the methodology is identifying the key value.
- ⚙️ Value is not the same as IP. Value is quantified by the effect your innovation has on its target group.
- ⚙️ If you focus on value, not IP, by pursuing who cares most, the target group that values it most, you will find the money to make a sustainable impact.
- ⚙️ Protection is, of course, often key to optimizing success, but...
- ⚙️ If you are more concerned with positive impact your IP strategy should not dictate the direction you take, and yes, this does sometimes mean you leave yourselves exposed; you take risks.
- ⚙️ Belief in your own brand and worth is key.

Key to the beginnings of a successful transfer project



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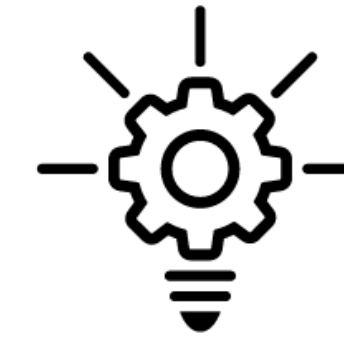
1. You need to be motivated to do it.
2. You need to be solving a problem for someone or something, and..
3. A nice-to-have is being aligned with a much wider agenda.

BUT...

You need targeted translational funding to bridge the gap with partners.



Bridging the gap: London

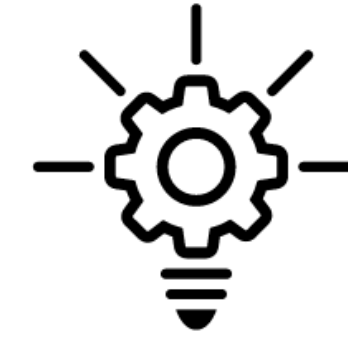


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- ⚙️ Mark Mann OÜ put together a consortium of universities from across London and successfully bid for €1.8m to:
- ⚙️ Combine, classify and accelerate the social enterprise pipelines from universities across London.
- ⚙️ To solve the market failure in social enterprise in London by
 - ⚙️ Bringing together buyers from the public sector in London
 - ⚙️ Bringing together corporate suppliers to the public sector
 - ⚙️ Combining the corporate suppliers with the social enterprise and translational funding so that they can bid for contracts in the public sector together.
- ⚙️ This first pilot scheme gets the new social enterprise businesses the access to market they need to grow and develop.
- ⚙️ Data gathered will demonstrate success and serve as a model for further first pilot funding and seed funding for the next phase of social enterprise growth.

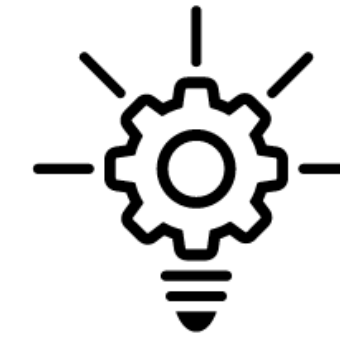


In conclusion



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- ⚙ For a successful knowledge transfer you need:
- ⚙ **A strong desire** to make it a success from all involved.
- ⚙ To **find mechanisms to optimize the project** rather than trying to fit the project into a transfer model you already have.
- ⚙ You need **targeted translational funding** that addresses a need with a partner. Never fund a project without validating the market with external partners first.
- ⚙ Have the **courage to take risks** at all levels – I had lots of disasters learning what not to do which gave valuable background for the projects that were successful. I had strong backing from management throughout.



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Mark Mann OÜ Strategic Innovation

<https://www.markmann.ee/>

Mark Mann OÜ, Baltic Business Services OÜ, Harju maakond, Tallinn, Kesklinna linnaosa, Narva mnt 5, 10117, Estonia.

Mark Mann Limited, 3a Market Place, Woodstock, England, OX20 1SY

mail@markmann.org.uk

+44 (0) 7742 185537

