Background

- An erroneous assumption exists that the investment of public funds in research will result in commercial products in the marketplace.
- In fact, most research project outputs do not move to the marketplace.
- Market and business analyses are typically neglected at the front end of the research process, resulting in downstream barriers to commercialization.
- Technology transfer (TT) offices are too overburdened to do early stage or preliminary analyses for all projects.
- Academic investigators are typically not trained or motivated to do the necessary analyses.

Potential Solutions

- Systems change is needed to provide adequate motivation.
  - University rewards systems must recognize the value of innovation outputs.
  - Funding agencies must change evaluation criteria to consider commercial potential in proposals.
- Training, operational models, and tools are needed by academic investigators.

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