



NOTES

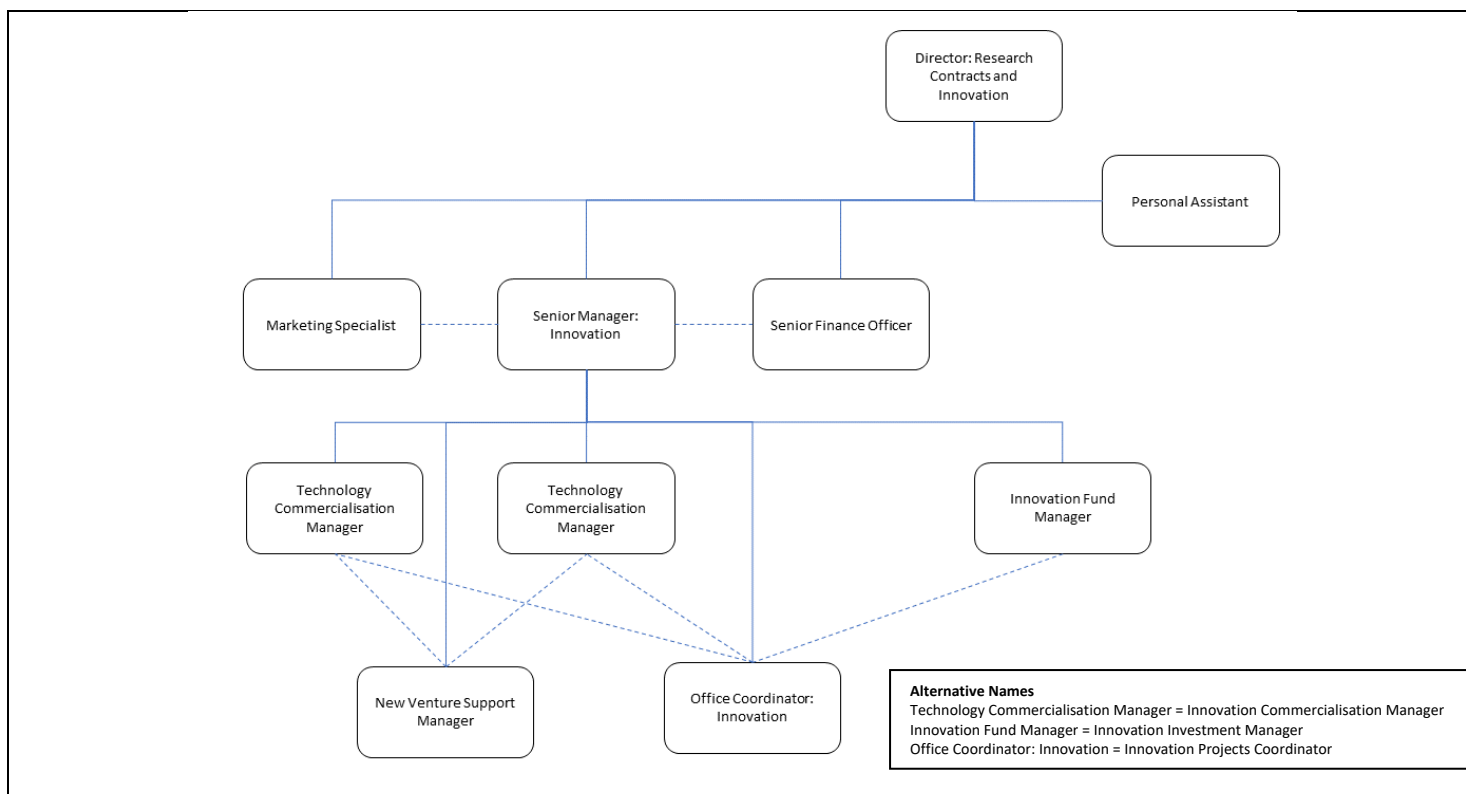
- Forms must be downloaded from the UCT website: <http://forms.uct.ac.za/forms.htm>
- This form serves as a template for the writing of position descriptions.
- A copy of this form is kept by the line manager and the position holder.

POSITION DETAILS

Position title	Innovation Commercialisation Manager		
Job title (HR Practitioner to provide)	Technology Commercialisation Manager		
Position grade (if known)	12	Date last graded (if known)	2016
Academic faculty / PASS department	Department Research Contracts and Innovation		
Academic department / PASS unit	PASS		
Division / section	Department Research Contracts and Innovation		
Date of compilation	2019/09/25 amended November 2019. Mar 2024 alt names in organogram & correction highlighted		

ORGANOGRAM

(Adjust as necessary. Include line manager, line manager's manager, all subordinates and colleagues. Include position grades)



PURPOSE

The Technology Commercialisation Manager (TCM) will be responsible for maturing and commercialising technology developed at UCT. This involves three key activities:

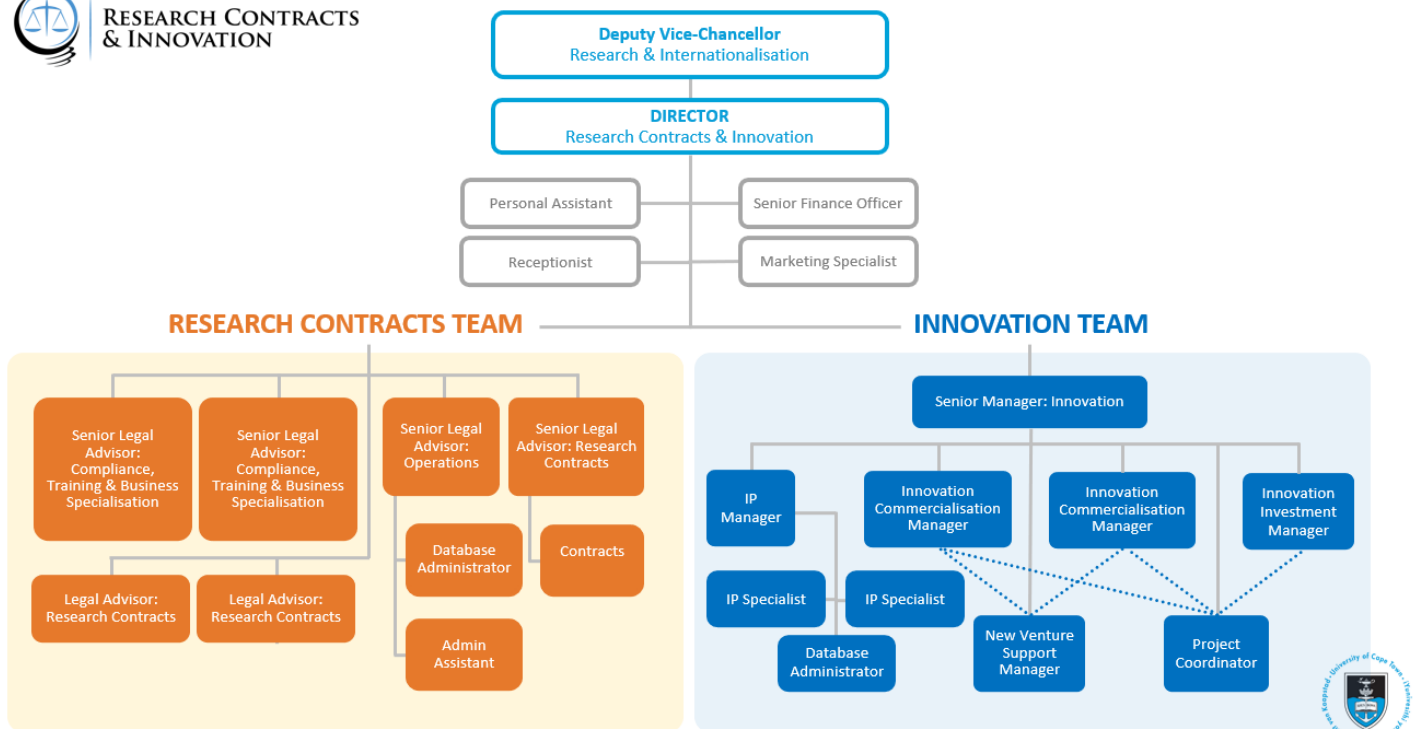
- (i) Development of a commercialisation strategy for all IP in the UCT portfolio, leading into high-level project management to develop early stage through to later stage technologies, within the university environment, as well as in partnership with commercialisation and development partners;
- (ii) Facilitating investment design, funder relationships in order to secure funding to enable technology maturation; and
- (iii) Commercialising Intellectual Property (IP) by: identifying suitable licensees, structuring deals and participating in the UCT team negotiating the terms of license agreements; or advising entrepreneurs on the creation of spin-off companies and associated business plan development, where appropriate.

The TCM is primarily responsible for the following output: sourcing projects, techno-economic evaluation; market research; commercialisation strategy development; fund raising; innovation project management; internal and external stakeholder engagement; marketing and promotion of UCT technologies, commercial and market input into IP management gate reviews and supporting IP transactions and sharing of knowledge with regional and national innovation community. The TCM may lead the design, development and implementation of programmes that assist RC&I in achieving its strategic goals.

The TCM will work closely with the [IP Manager and IP Specialists](#), the [Innovation Investment Manager](#) and will have the following dotted line reports: New Venture Support Manager and [Innovation Project Coordinator](#). The TCM will oversee the activities of and liaise with Project Managers appointed to manage specific funded development projects, as well as supervise interns in either project management and/or marketing disciplines.



RESEARCH CONTRACTS
& INNOVATION



CONTENT				
Key performance areas		% of time spent	Inputs (Responsibilities / activities / processes/ methods used)	Outputs (Expected results)
1	Technology Development Planning	20	<ul style="list-style-type: none"> Review, plan and cost development projects with researchers / outsourced service providers to meet next technology readiness level targets. Understand and define the key requirements to take a technology to market in a particular sector ("route to market"), e.g. regulatory requirements and clinical trials associated with pharmaceuticals and medical devices. "Productise" technologies to package IP into products that will gain traction in a market. Interact with the research community to source innovation projects and maintain a pipeline of projects 	<ul style="list-style-type: none"> Pipeline of innovation projects flowing from UCT research being matured through technology readiness levels Well managed projects delivering on specified outcomes to ensure that they are positioned for next-stage funding, or investment and fulfil the requirements of a particular sector. Timeous fundraising to maintain development momentum.
2	Innovation Funding	20	<ul style="list-style-type: none"> Keep abreast of funding opportunities that are available for technology development and innovation, both locally and internationally, understanding the funder requirements / criteria / quantum of funding and matching these to UCT innovation projects. Maintain relationships with funders in the innovation space, such as the Technology Innovation Agency (TIA) Assist researchers to position and structure their projects appropriately Assist the Head: Innovation Funding to conduct a preliminary review of applications and interact with researchers to amend deficiencies Lead the completion of funding applications and Perform due diligence on applications before approval and during execution. Interact with internal and external parties at UCT for input on applications and on active projects. Participate in due diligence review of applications for innovation funding administered within UCT 	<ul style="list-style-type: none"> UCT community aware of innovation funding opportunities Sufficient flow of high-quality applications and sound review prior to an award of funding Timeous reporting to stakeholders/funders.

Key performance areas		% of time spent	Inputs (Responsibilities / activities / processes/ methods used)	Outputs (Expected results)
3	Management of Funded Innovation Projects	10	<ul style="list-style-type: none"> • Project reviews and project reporting including pre-approval, on-going progress and close out. • Assist with monitoring and reporting (both within UCT, as well as to funders) on project progress – troubleshoot where problems have been encountered to resolve them. • Manage the innovation portfolio and track projects' progression through the stages. • Determine the appropriate "next stage" to follow the current project and proactively engage with appropriate funders to attract next-stage funding timeously to maintain project momentum. • Assist with the post-investment Monitoring and Evaluation of funded projects and spin-out companies. • Support projects by providing general operational support such as procurement, partner sourcing, negotiations and general support services. • Where projects are of a sufficiently large scale (>R10 million) to warrant the appointment of a dedicated Project Manager, assist with their recruitment, mentoring and support. 	<ul style="list-style-type: none"> • Well-managed and executed innovation projects. • Projects positioned to able to raise next round of funding. • Good relationship with funding bodies and relevant stakeholders such as service providers. • Commercialisation strategy for technologies.

Key performance areas		% of time spent	Inputs (Responsibilities / activities / processes/ methods used)	Outputs (Expected results)
4	Commercialisation Strategy, Analysis and Market Research	30	<ul style="list-style-type: none"> Develop and execute commercialisation strategies for UCT technologies to mature them through technology readiness levels. Analyse IP to determine the best route for commercialisation (e.g. licensing / new venture creation) and understanding whether the IP can stand-alone, what IP may need to be in-licensed, what other technology may be required, etc. Review and prioritise projects and commercialisation activities to manage workload and focus RC&I resources on high priority projects, where timelines are critical. Coordinate strategic portfolio reviews where various internal and external stakeholders are identified and brought together to assess the potential of IP. This activity may be in the form of a programme, will generally require techno-economic analysis and detailed market research, which may be outsourced to industry experts and service providers. Where necessary objective, external opinions will be sought to validate thinking. Conduct Primary and Secondary Market Research to either identify potential licensees and competitors, or to understand the size, value and sectors in the market for a specific product based on UCT IP. Perform the market research at levels appropriate for the stage of patenting, or priority placed on its commercialisation. Engage with the Market Analyst to define market research projects. Provide market information as the basis for national phase patenting strategy. Assimilating information on appropriate royalties / sector norms, to support licensing negotiations. Ensure that appropriate contracts are entered into timeously for IP commercialisation transactions. Determining a "value" for IP – using a range of different techniques (Net Present Value, Comparatives, Cost of Development, etc.) 	<ul style="list-style-type: none"> Positive impact on innovation and commercialisation of UCT IP – license deals signed, start-up companies created. Sound knowledge of the market that is appropriate for the stage of patenting, for all IP. Techno-economic analysis and critical market review of the UCT IP Portfolio to drive prudent spending of seed funding as well as on patent expenditure by abandoning cases without sufficient merit. Prioritised list of the UCT portfolio to focus commercialisation / development efforts to optimally utilise resources. A value of IP, or sector-appropriate royalty rate as the basis for IP transactions. Ensure that appropriate agreements are entered into timeously (e.g. funding, shareholders and subscription agreements).

Key performance areas		% of time spent	Inputs (Responsibilities / activities / processes/ methods used)	Outputs (Expected results)
5	Marketing Intellectual Property	10	<ul style="list-style-type: none"> Support Marketing Analyst to prepare technology overviews / flyers / press releases in non-technical language to promote UCT IP to raise awareness, both internally and externally. Assist in advertising technologies on different platforms (web portals) and at events such as Innovation Bridge. This involves the selection of suitable technologies from the portfolio and then developing an appropriate display to promote them. Showcasing UCT Technologies at national and international events, e.g. Innovation Bridge, Med Tech, etc. 	<ul style="list-style-type: none"> UCT technologies well-advertised and leads generated / licensees, investors and funders attracted. Outputs includes attracting funders, investors and licensees
6	Business Planning/Funding Proposal Review and Start-up Support	10	<ul style="list-style-type: none"> Workshop business plan development using tools such as the Business Plan Canvas. Critically review business plans submitted to ensure that they are of a high quality and will be well-received by investors. Maintain networks to assist with the identification of suitable CEOs for start-ups as well as other key team members to augment the technical team. Ideally identify potential management companies to whom company management can be outsourced to, until a point where a full-time CEO can be recruited. 	<ul style="list-style-type: none"> Sound business plans and commercialization strategies developed by entrepreneurs, capable of attracting investment.

MINIMUM REQUIREMENTS

Minimum qualifications	<ul style="list-style-type: none"> NQF 9 in a scientific or engineering discipline 			
Minimum experience (type and years)	<ul style="list-style-type: none"> 5 years' relevant working experience ideally in a new product development environment or technology commercialization environment. Formal training in project management or experience in managing large, multi-disciplinary and multi-party projects, in the new product development / innovation space. Ability to control project budgets and expenditure, use of financial systems and associated reporting. Demonstrated knowledge of bringing products to market, hurdles faced in different sectors, regulatory requirements, etc. 			
Skills	<ul style="list-style-type: none"> Ability to assessment early stage technology for commercial viability Ability to develop commercialisation strategies and compile business plans. Ability to make presentations to a wide variety of audiences. Strong collaboration skills for working with inventors, industry, governmental organisations, investors, and entrepreneurs. Good written and oral communication skills and appropriate IT skills – e.g. Word, PowerPoint, Excel, Access, MS Project (or other project management software). Able to supervise and mentor staff Assessment of technology opportunities for commercial viability 			
Knowledge	<ul style="list-style-type: none"> Knowledge of the commercialisation of early stage intellectual property Technology development project management to mature technologies towards commercialization Marketing and positioning of technologies for commercialization Management of multi-stakeholder relationships in the commercialization of technology 			
Professional registration or license requirements	None			
Other requirements (If the position requires the handling of cash or finances, other requirements must include 'Honesty to handle cash or finances'.)	<ul style="list-style-type: none"> Good interpersonal skills 			
Competencies (Refer to UCT Competency Framework)	Competence	Level	Competence	Level
	Analytical Thinking	4	Strategic Leadership	4
	Communication	4	Information Management	3
	University awareness	3	Professional knowledge & skill	3
	Building Partnerships	4	Continuous Learning	4
	Resource Management	3	Follow Up	3
	Initiating Action	4		

SCOPE OF RESPONSIBILITY

Functions responsible for	<ul style="list-style-type: none"> • UCT Technology Development Planning • Management of Funded UCT Innovation Projects • Raising Innovation Funding to support UCT intellectual property maturing • Marketing of UCT Intellectual Property and preparing deal terms for commercialisation • Business Planning/Funding Proposal Review and Start-up Support for the UCT community
Amount and kind of supervision received	Weekly meeting with Senior Manager: Innovation
Amount and kind of supervision exercised	<ul style="list-style-type: none"> • Dotted line responsibility for New Venture Support Manager and Office Coordinator: Innovation • Management of funded innovation project Project Managers
Decisions which can be made	<ul style="list-style-type: none"> • Executing strategies to commercialise technology • Marketing of technologies to interested parties • Prioritisation of actions relating to technologies in TCM's portfolio • Interaction with UCT community to build a project pipeline • Interaction with funders and the development of funding proposals • <u>Budget allocation on specific projects / initiatives – e.g. technology expos.</u>
Decisions which must be referred	<ul style="list-style-type: none"> • Approval of funds for development or innovation projects • Approval of deal terms and signing off of commercial agreements with external entities • Starting of a UCT spin-off company • Undertaking strategic events or hiring of resources for strategic activities

CONTACTS AND RELATIONSHIPS

Internal to UCT	Interact with the RC&I team (contracts, Intellectual Property, marketing, finance, admin) as well as researches who may be postgraduate students up to professors and heads of units, institutes, etc. regarding the commercialization of the UCT research outputs.
External to UCT	Potential licensees, technology development partners, start-up companies, funders. Interaction at a senior level with executives of the companies – both local and international.