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of the European Union

TECHONOLGY TRANFER OFFICE MODEL GUIDELINES



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ALBANIAN UNIVERSITY 'S THIRD MISSION AND TECHNOLOGY TRANSFER OFFICES (TTOS)

Introduction

Since 2006, Albania has restructured its research and innovation system and introduced new strategies for research and innovation and higher education. R&D performance is concentrated in public sector centers and institutes, higher education institutions and government. Most R&D funds come from public sector, which is experiencing delays in funding and bottlenecks in programme implementation. Moreover, the private sector still only contributes marginally to overall research and innovation. One of the most important structural challenge for Albania's research and innovation system is to improve the cooperation between universities and public research institutions with the private sector and that the Third mission implementation is an important challenge for the Albanian university's system.

Albania aims to improve the quality of its Higher Education system in order to be more responsive towards the contribution of universities to the social, cultural and economic development of Society.

In fact, Albania has a reduction in the number of students in its universities while the number of Albanian students abroad is increasing (INSTAT, 2019). The share of youth aged not in employment, education or training (NEET) in Albania has a Rate of 25,8% (ILOSTAT, 2020)

In addition, the level of innovation is low, Albania is in the 87th position (Global Innovation Index, 2019) and the Global Entrepreneurship Index (83rd position in 2019) shows that the overall capacity for innovation is low.

The Albanian university system can answer to these problems both by improving the quality of teaching and research and, above all, by activating the path of recognition and development of the "Third Mission" in line with the evolution of European and International University Systems.

Since 2003, the Albanian Government, by signing the Bologna Declaration, has recognized the strategic relevance of reforming and evolving its higher education systems and joining the European Higher Education Area (EHEA).

The Third Mission

One of the key aspects of the reform process consists in the realization of the third mission in addition to the two traditional missions of the university: teaching and research.

The third mission is defined as *"the set of activities that let the universities enter into direct interaction with society"* (Bologna process, 1999).

It consists in enhancing the human capital trained by universities, enhancing research's results and innovation activities, encouraging the creation of new businesses (start-ups and spin-offs) and innovation in senior companies.

With the Third Mission, universities come into direct contact with subjects and social groups other than the established ones and, therefore, they make themselves available to modes of interaction that vary greatly in content and form and depend on the context. There are, therefore, many ways in which the Third Mission takes shape, not all of which are yet fully recognized or included in standard procedures on the part of the universities.

A distinction that is deemed useful to introduce is between:

- Third Mission of economic valorization of knowledge.
- Cultural and social Third Mission.

In the first case, the Third Mission has the objective of promoting economic growth, through the transformation of knowledge produced by research into knowledge useful for productive purposes. In this context, it is noted that the knowledge produced by research requires further activities of contextualization

and application before deploying potential virtuous effects on the economic system. This includes the management of intellectual property, the creation of companies, third-party research, in particular resulting from research-industry relations, and the management of intermediation and support structures (incubator, innovation Hub, scientific parks, etc.), generally on a territorial scale.

In the second case, on the contrary, public goods are produced that increase the well-being of society. These goods may have cultural content (events and cultural assets, management of museums, archaeological digs, scientific/ca popularization), social content (public health, activities for the benefit of the community, technical/professional advice provided in teams), educational content (adult education, life-long learning, continuing education) or civil awareness (public debates and controversies, scientific expertise).

The international university system has established the Technological Transfer Offices (TTOs) which provide specific services for the implementation of the main activities that characterize the third mission.

The main services of the TTOs are:

- Intellectual property Protection & Management
- Business Creation (spin off e start ups),
- Cooperation University-Industry

To these essential services can be added other activities in relation to specific needs of the territory.

To activate the third mission, it is necessary to intervene on the university system, through:

- Regulatory recognition: regulatory definition for institutional recognition and the evaluation and accreditation system of the third university mission;
- Development of guidelines for the implementation of the Third mission: identification of services; elaboration of the operating procedures and modalities for the implementation of the services;
- Qualify human resources dedicated to the third mission;
- Functional organization: Organize operational services, organization of offices; Identification and creation of adequate structures for the provision of services (Technology Transfer Offices -TTOs, incubators for start-ups and research-business collaboration, open spaces for students' creativity, etc.).

Needs and Solution for Albanian TTOs

TTO4food project (Enhancement of knowledge transfer in the food sector strengthening technological transfer offices in Albanian Universities) aims to create 4 new Technology Transfer Office in the Agricultural University of Tirana, the University "Aleksandër Moisiu" of Durres, the University "Ismail Qemali" of Vlora and the University "Fan S Noli" of Korca. Partners of the Project are the CIHEAM Bari, the University of Bari "Aldo Moro", the University of Technology (CUT) of Cyprus and the university spin-off Sinagri srl.

The TTO4FOOD Project has started its activities from a careful analysis of the situation regarding the application of the Third Mission and the TTO in Albania. The analysis is based on statistical data and on information, needs and critical issues emerged through the direct involvement of stakeholders from Albanian universities of Tirana, Vlora, Durres and Korce.

The project activities consisted in the activation of four Living Labs at the Albanian Universities with the involvement of students, researchers and companies for the Analysis of Needs (Fig.1) and the academic staff for the TTO services co-design.

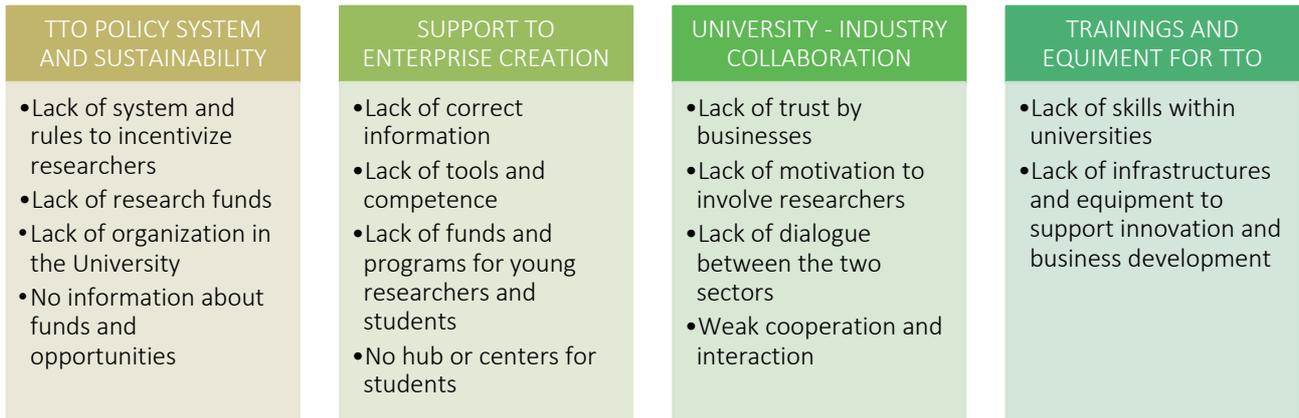


FIG. 1

Starting from the analysis of the Needs, different meetings and visits to the TTOs of the University of Bari and the CUT (Cyprus University of Technology) were organized. Thanks to a study of the international TTOs a co-design session of the services of the Albanian TTOs was carried out (Fig.2).

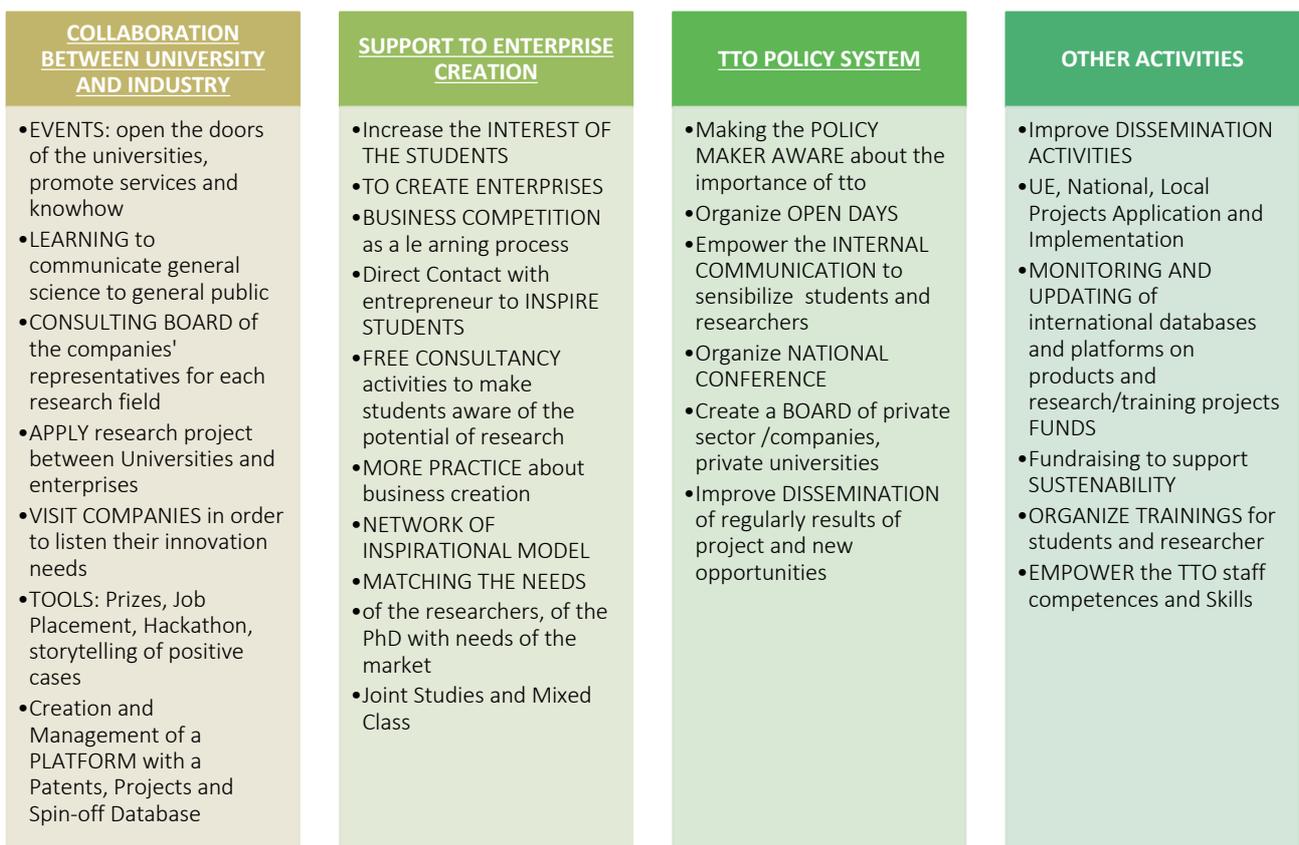


FIG. 2

Therefore, from the analysis, the following services emerged:

- Intellectual property Protection & Management
- Business Creation (spin off e start ups),

- Cooperation University-Industry
- Fundraising
- Public Engagement, Dissemination
- Networking
- Training Activity

In order to ensure the activation of efficient services, adequate structures and premises are also needed for the creation of the offices and to support the processes of innovation and creation of companies (such as incubators, innovation Hubs, scientific parks, etc.).

Equally important was the need to qualify the university staff responsible for providing these services.

TTO SERVICES OF ALBANIAN UNIVERSITIES

This Guidelines represent an operational tool that establishes the most appropriate methods for the implementation of TTO services in Albanian Universities.

Therefore, the Guidelines represent a support in the functional and structural organization of the TTOs, which need a subsequent adaptation to the specific characteristics and needs of the individual universities.

Specifically, the TTO Guidelines include:

1. Description of the main services of the TTO
2. Procedures for the implementation of these services
3. Indications on the organization and management of services
4. Creation of structures to support innovation processes

The Main TTOs services describe below are:

- Intellectual property Protection & Management
- Business Creation (spin off e startups),
- Cooperation University-Industry
- Fundraising
- Public Engagement and networking activity
- Training Activity

IP PROTECTION & MANAGEMENT

The University promotes the economic exploitation of know-how developed within the University and the transfer of knowledge and technology from the University to the business world.

Intellectual property (IP) plays an essential role in both the research and teaching functions of universities and PRIs. This includes IP created by universities/PRIs and also third-party IP that they use in their work. The IP Policy seeks to set the framework for the translation of the IP arising from the Institution's Research into products, services and processes. It encourages Staff Members, Students and Researchers to become Creators and to identify IP with potential commercial value. It also establishes clear rules and procedure for the management and Commercialization of such IP generated at the Institution.

Academic knowledge and innovative technologies are transferred and used for scientific, technical, socio-economic and commercial purposes through a variety of channels, and generate benefits for the Institution itself, the industry, the society, the stakeholders.

The IP Protection & Management provides for the identification, description, generation, realization, maintenance, and valorization and monetization of titled (patents, trademarks, registered designs and models) and non-titled (know-how, software, unpatented inventions, formulas and process methodologies) intangible assets.

Activities

- a) Monitoring of the University's intellectual property portfolio - Intellectual property portfolio management oversees a collection of IP rights. Evaluation of the IP portfolio economic performance.

- b) Enhancement of the university research results and support in identifying inventions susceptible to patent protection and the most appropriate form of protection. Encouraging creativity, excellence, and innovation in teaching, scholarship, research, and creative activity by identifying and protecting the intellectual property rights of faculty, staff, students, and the University.
- c) Evaluation of early-stage inventions in order to make three decisions:
 - whether or not to file a patent on the invention;
 - whether to market the invention to existing companies or try to do a spinoff/start up;
 - whether to license the patent to companies or other stakeholders with relative economic evaluation.
- d) Patent searches on the state of the art, aimed at verifying the novelty of inventions and monitoring industrial developments in specific fields of application, using specialized databases -Technical-legal analysis related to the protection and management of intellectual property.
- e) Consulting and support to university personnel for the protection of intellectual property of research results and the presentation of the patent proposal.
- f) Management and coordination of the activities of the University Advisory Commission for Patenting - the Commission is composed of experts nominated by the Rector and chosen from among qualified administrative staff and professors of proven qualification in patent matters regarding scientific, legal and economic profiles.
- g) Support for the negotiation and drafting of contractual clauses for the management of intellectual property in the context of commissioned and collaborative research activities and in the context of agreements for the financing of PhD programs.
- h) Support for the management of intellectual property in the framework of European projects – when developing a project funded by the European Commission, the contractual document called Grant Agreement (GA) defines the terms and conditions regarding the Intellectual Property.
- i) Support in the evaluation of the potential market of research results and inventions in the portfolio and technical support in the definition of contracts for the exploitation of intellectual property (licenses, assignments, research contracts, MTA, NDA).

Procedures¹

a-b) Management of the University's intellectual property protection strategies and preparation of the relative regulations and contracts;

a) Patent fees and patent maintenance: A patent maintenance fee is an official fee that is payable at prescribed intervals to a national patent office over the lifecycle of a patent application or a granted patent, in order to keep the patent application or the granted patent in force in that particular jurisdiction.

c) Patent Proposal: a document/format, filled in by the researcher, containing all the information of the idea to be protected.

d) Procedures for the assignment of services: Provide effective and practical measures and procedures for the disclosure of intellectual property and ensure that intellectual property emanating from any publicly financed research and development is appropriately protected before results of such research and development are published or publicly disclosed by other means.

e) Patent application processing: file an application at a patent office with the jurisdiction to grant a patent in the geographic area over which coverage is required.

¹ Procedures mean: the drafting and updating of regulations, guidelines, outlines and formats of contracts, collaboration and partnership agreements. The drafting and updating of procedures are part of the workload of the TTO staff.

f) University Advisory Commission for Patenting: The Commission has advisory duties and provides opinions on requests for the filing and/or extension abroad of patents, on negotiation acts aimed at the economic exploitation of patents; on criteria, guidelines and procedures concerning patents.

g-h) Development of model agreements for the management, use and exploitation of a patent in cases of co-ownership: Model agreements can help the parties in collaboration to determine ownership of any IP generated during a joint project in a fair and equitable manner. The development of the model agreements can be done by the universities, companies and professional organizations, as a good starting point for negotiations.

i) Extension of patent protection abroad: Some countries may allow you to extend your IP protection and accept it as protected in that country after completing local formalities.

BUSINESS CREATION: SPIN-OFF AND START-UP

One of the fundamental activities of technology transfer is to support the creation of new enterprises. The terms "start-up" and "spin-off" are often used interchangeably to describe a type of commercialization activity, but the term "spin-off" is used specifically for a company where the university has a stake in the capital. "Start-up" is a term commonly used to describe a new company, designed to commercialize intellectual property / product (IP), developed in a given university or research organization.

The TTO aims to ensure the promotion and implementation of a proactive policy of new business creation and development from student research, also to expertise, develop and manage actions aimed at business creation.

Activities

- a) Management of strategies and models for the creation and development of new spin-off and startup companies.
- b) Scouting for innovative ideas and research results susceptible to economic exploitation and offering support services according to the stage of development of the business idea.
- c) Support to the establishment/accreditation/lifecycle of spin-off and start up
- d) Support to the Spin Off and Start Up Commission - the Commission is composed of experts nominated by the Rector and chosen from among qualified administrative staff and professors of proven qualification in new company matters with regard to scientific, legal and economic profiles.
- e) Coordination of (and support for) initiatives and agreements with players/stakeholders related to the creation and development of new businesses (investors, accelerators, associations, etc.).
- f) Support to services dedicated to the spin off and start up growth (pre-incubation services such as maker space and co-working, and acceleration programme).

Procedures

- a) Drafting of Regulation about spin off and start up.
- b) Inventory of ideas and research results susceptible to economic exploitation.
- c) Internal procedures for the accreditation of spin-off and start-up companies and support for the establishment/accreditation of these companies (i.e. drafting of the Business Plan and collection of the Spin-Off and Start up proposal).
- c) Monitoring of accredited spin off and start up with data collection and evaluation.

- c) Transparency, publicity and anti-corruption obligations and their monitoring.
- c) Management of university spaces used by spin-off and start-up.
- d) Presentation of the preliminary assessment to the Spin-off Commission and subsequent approval by the Commission.
- e –f) Agreements with players/stakeholders related to the creation and development of start up and spin off.

BUSINESS RELATIONSHIP DEVELOPMENT

The growing interaction between the educational system, research, development and innovation capacity, and the public and private sector has led to a higher number and quality of economic opportunities, which were restricted to a fewer economic sectors and fields in the past. The importance and urgency of such transformation and critical role of developing functional partnerships between academia and industry have been even more strongly pronounced for Albania. Therefore, we are looking forward to the development of strategies, policies and implementation roadmaps for effective industry-university partnerships, along with promoting entrepreneurship, private enterprises, public-private partnerships and relevant innovation capacity, by adopting the modern Triple Helix model of industry-university partnerships.

University-Industry relationships are an important factor in the success of the TTO. Facilitating the relationships with the industry sector to enhance the University's expertise by ensuring the promotion and implementation of a proactive policy of development of opportunities for university-business collaboration, in order to expand and diversify collaborations, facilitate the creation of structured and ongoing relationships with companies, through the promotion and development of medium-long term initiatives (strategic partnership agreements, shared infrastructures) and the negotiation of framework agreements aimed at continuing education for company employees, increase their quantity and quality, expanding the involvement of researchers, even with a multidisciplinary approach.

Strengthening university-business cooperation through a modern technology transfer system will contribute in offering opportunities and capacity building; this will support the transition from a traditional linear model to a technology transfer system model. To this end, different levels of national and international TTO are made possible.

There are many potential barriers to collaborations, such as the lack of knowledge about potential partners and about possibilities for mutual interaction. Aligning the interests of businesses and academics can be problematic and requires mutual understanding and trust, a process that takes time to develop.

In any case, there are many benefits to deriving from relationships with business, including benefits to society, universities, and companies. The company benefits from the university-industry research relationship through innovative products and technologies. Indirectly, university-business partnerships can create new industries that increase competitive advantage. Interactions with industry are clearly thought out, paying attention to the benefits that the university will have. Some universities seek partnerships between businesses because of the potential financial benefits. Universities also increase opportunities to find future employment for undergraduate and graduate students through university-business connections. University-business collaborations can stimulate internal corporate research and development programs. University researchers help businesses identify current research that may be useful in designing and developing innovative processes and potential products. The connection between universities and company sponsors also enhances a company's reputation. Universities offer free laboratory space in which business research can be conducted. Finally, university-business research relationships strengthen Research & Development.

Activities

- a) Promotion and implementation of collaboration strategies and models with the industrial world (local companies and associations, large national and international companies).
- b) Promotion, coordination and management of university agreements for collaboration with companies and joint university-industry laboratories (support for negotiation and stipulation, monitoring, animation).
- c) Front office for companies and stakeholders interested in collaborating with the University.
- d) Analysis of the innovation needs of the business world and support in identifying the most functional path.
- e) Scouting for research competencies in order to answer to business innovation needs.
- f) Support to research groups in interfacing with companies.
- g) Advice on funding opportunities related to university-enterprise collaborations.
- h) Monitoring of the activities carried out within the framework of Contracts and Conventions, through the analysis of the contents themselves

Procedures

- a) Drafting of Regulation about the different forms of collaboration with industry and other parties
- b) Drafting of model agreements/contracts for collaboration with companies and joint university-industry laboratories
- d-e) Creation and management of a database on innovation demands (by companies) and innovation supplies (by researchers)
- f) Coordination and management of the activities and tools for the facilitation of collaboration
- g) Research, analysis and dissemination of funding opportunities
- h) Drafting of periodic reports on activities of collaboration

MATCHMAKING ACTIVITIES & FUNDRAISING

There are various initiatives for supporting technology transfer financing, being proof of concept funds, equity based platforms in the shape of fund of funds as well as more traditional business angels networks. Among the success factors for creating sustainable technology transfer initiatives is the availability of networks and business support services. Financing technology transfer activities could not be successful if done in isolation, it is an on-going process that requires diligence, networks and efforts.

- a) Design and management of matchmaking activities with business
- b) Matchmaking events and networking with other TTOs
- c) Supporting researchers in establishing alliances with companies and investors
- d) Design and management of events, exhibitions, hackathon.
- e) Research, analysis, dissemination and participation to regional, national and international call for funding.

Procedures

- a), b) Setting up of format and management of matchmaking activities.
- c) Drafting of model agreements/contracts for profit collaboration with companies and investors.
- a), b), c), d), e) Creation and management of fundraising activities database.

PUBLIC ENGAGEMENT, DISSEMINATION AND NETWORKING

Every initiative aimed at sharing training and academic research also with all those who do not have any study or work relationship with the university and are therefore to be considered as a public commitment can be consider Public Engagement Activities: a very important element to establish and strengthen stable relationships of listening, comparison and collaboration with civil society.

It's very important to dialogue with the territory not in the form of a mere dissemination activity, but as a consolidation of a process that involves interaction and listening, with the aim of generating benefits ranging from the development of new skills and the acquisition of new ideas to the improvement of research purposes and the promotion of forms of co-design.

- a) Promotion and organization of horizontal information events on university-business collaboration tools, vertical networking and community building events.
- b) Organization of Annual career fair with business, stakeholders and general public.
- c) Alumni network to involve ex-students in the life of the University.
- d) National and international networking initiatives relevant to university-business relationship.
- e) Management of social media

Procedures

a), b), c), d), e) Annual Plan for dissemination and networking activities.

a), b), c), d), e) Redaction of leaflets, newsletters, webpages

a), b), c), d), e) Creation and management of database and ededicated stakeholders community (companies, students, ecc).

CONTINUOS TRAINING FOR UNIVERSITY STAFF, ACADEMIC AND STUDENTS

- a) Training courses/seminars/webinars dedicated to internal TTO staff to take updated knowledge on patents, regulations, licensing, business creation;
- b) Creation of a culture on intellectual property and entrepreneurship dedicated to the entire academic community in order to expand a proper proactive environment in which PhD students, students' researchers, fellowships, may become innovation actors;
- c) Development of training initiatives aimed at and co-designed with companies in order to fill the gap between the outgoing professional profiles and those required by the market and to promote student soft recruitment;
- d) Training for business managers and employees on innovation and business needs;
- e) Implementation of training initiatives aimed at potential entrepreneurs about business creation and/or the exploitation of research results.

Procedures

a), b), c), d) e) Training Proposal: a document/format containing all the information of the training course

a), b), c), d) e) Collaboration agreement with partners of training course based on model schemes

b), e) Support for University Advisory Commission on Post-Graduation Training: The Commission has advisory duties and provides opinions on requests for training courses

d), e) Training application processing: after approval by the Academic Commission, open call publication, registration of students, payment of fees and course management

DEFINITION OF PROFILES - HUMAN RESOURCES

It is important to look at the organization of the structure in which the technology transfer office is embedded.

This organization varies from institution to institution: sometimes the office is located within the Research and Third Mission Area, other times in more specific areas such as the Business Relations, Third Mission and Communication Area, or otherwise in the Technology Transfer and Industrial Relations Area.

Staffing a new TTO is a major challenge. Engaging the right individual or individuals to operate the office often is the factor that determines failure or success. A key factor for the composition of a TTO is the multidisciplinary because of variegated aspects of the technology transfer coming from the technological to legal, from the economical to scientific aspects.

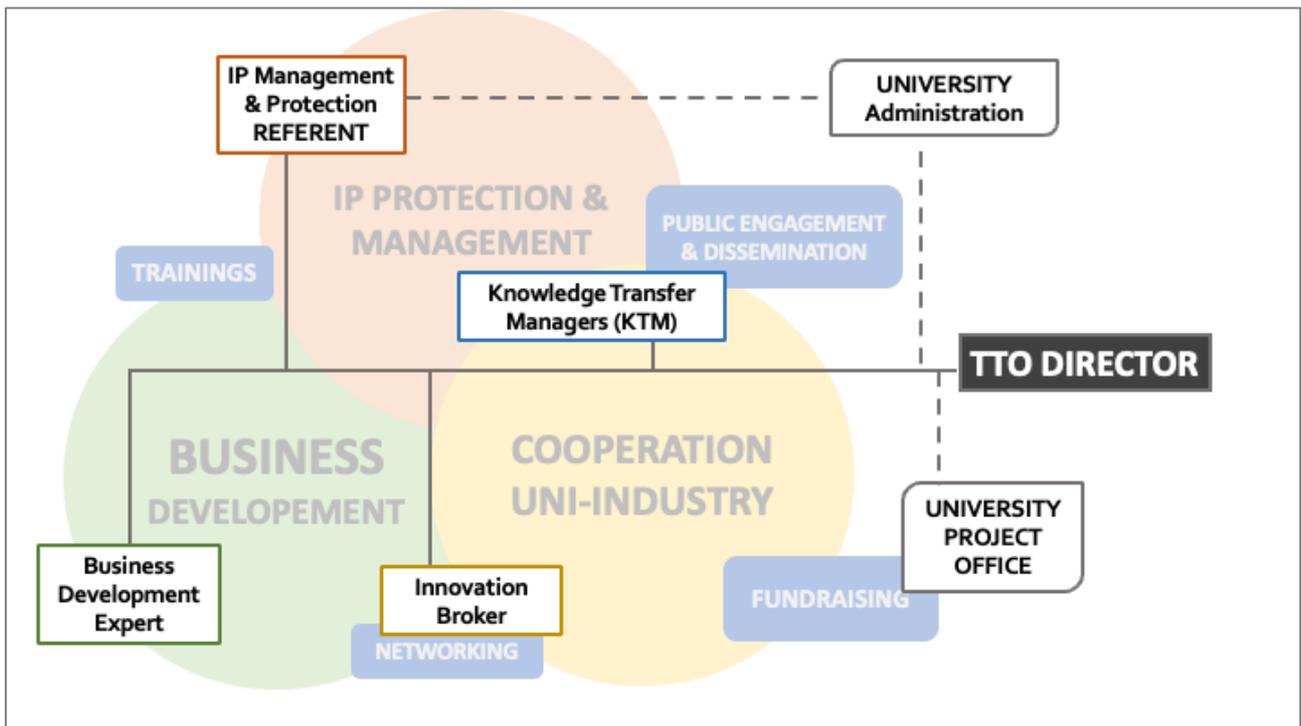
Of course, the volume and type of R&D carried out at each university or institute would determine the size of the office and the discipline(s) in which its staff members would need to specialize.

A fully functioning TTO system would have the following professional profiles, some of which could be fulfilled by outsourcing, either for the long term (as would be appropriate for the office's legal experts) or on a short-term basis (as would be appropriate for consultants hired to conduct market studies, for example):

- **Director:** The director would need proven leadership skills, excellent ability to create networks and establish alliances, business vision, experience in technology management, knowledge about national and local laws and regulations, and an understanding of the national university system, the national innovation system, and the status of local industry. In addition, the director would need a minimum of ten years' experience in a relevant field, and good written and spoken English.
- **IP Management Referent:** He/she is the person who deals with the protection of intellectual property developed by researchers and students of universities. It deals with the service of accompaniment to the protection and enhancement of IP, aimed at the industrial development of research products and active participation in the innovation process.
- **Business Development Expert:** It provides support to research groups and students in the development of entrepreneurial initiatives based on the exploitation of intellectual property and accredited as University spinoffs or innovative startups. It could be also and external
- **Knowledge Transfer Managers (KTM):** The KTM is responsible for disseminating and promoting the principles of the Entrepreneurial University, carrying out scouting and enhancing research results also by organizing meetings with companies operating in the area and consolidating international relations with foreign universities. This figure could have expertise in technology or science in general. The specific activities are the monitoring of funding sources that can intervene to support the enhancement of Research, the mapping of companies by sectors and thematic areas; scouting for the enhancement of Research activities emerging from meetings with Uni Departments and Companies; involvement of SMEs operating in innovation, analysis and Enhancement of Best Practices of innovation needs met so far through Third Parties / Consultancy / University Projects, support to universities for the Modeling of procedures aimed at favoring knowledge transfers, reorganization of the patent portfolio by sector, area of use and scheduling.

- **Innovation Broker:** has the task of identifying commercial opportunities deriving from the enhancement of the results of the research carried out within the university and supporting networking activities aimed at licensing the University's patents. This figure could have expertise in law or economy/marketing in general. It must carry out the identification of the needs of current markets through an analytical and creative reading, evaluation of the commercial potential of research results and emerging technologies, Recognition of the innovation potential of the territories, identification of funding, monitoring and selection of opportunities and sources of innovation for companies and researchers, Build a solid network of contacts with private and public kye actors.
- **Administrative Staff:** TTO operations require significant administrative support, so the TTO staff should have competences in economical and legal matter in order to manage all procedures related to patents, spin offs, agreements with investors, companies and stakeholders, relationships with mandated firms, etc. For the completion of the activities concerning the third mission, the administrative team must have access to accounting applications and a direct line with the Accounting Department of the universities.

Below is an example of an organization chart:



CREATION OF STRUCTURES TO SUPPORT INNOVATION PROCESSES

In order to ensure the activation of efficient services, adequate structures are needed both for the offices of the TTO and to support the processes of innovation and creation of companies such as incubators, innovation Hubs, scientific parks, etc.). These places are important to allow young aspiring entrepreneurs, innovators, public institutions, private investors, research and training centers, meet to share knowledge, experiences and best practices aimed at building up an "enterprise culture" and develop common projects.

Some examples are

- INNOVATION & CREATIVITY CENTER
- BUSINESS INCUBATORS

- CONTAMINATION LAB
- COWORKING SPACE
- FAB LAB

INNOVATION AND CREATIVITY CENTER

A supporting structure for TTO could be established inside the university and could play a role in scouting innovative ideas among the students. Contamination Labs are places of contamination between university students (and others) of different disciplines that expose the participants to stimulating and multidisciplinary environments, also designed to encourage entrepreneurial approaches. An example to be followed is the one at the University of Bari. The Center is configured as a structure with its own managerial autonomy based on the internal professionalism of its staff, but also makes use of external expertise and consultancy, working in close contact with the realities scientific, technical and administrative of the University and with the local community.

It acts as a coordination structure for all the initiatives developed in the University concerning creativity and innovation. The aims of the Center are the promotion of the culture of creativity, of entrepreneurship and innovation, the dissemination of the themes of the enhancement of results of research and human capital, support for the transfer processes of knowledge, the strengthening of the University strategy regarding the value chain, exchange of experience with the territory, the response to the needs of citizens, of institutions, companies with a view to sustainable socio-economic development of territories.

CONTAMINATION LAB

The main objective is to promote the culture of entrepreneurship and innovation, interdisciplinarity and the dissemination of new learning models. Create a stimulating environment for the development of an entrepreneurial mentality and innovative ideas, but also promote collaboration between students of different disciplines with teachers, companies and associations of the territory, through the formation of groups that will actively work on multidisciplinary projects for the creation of innovative services and solutions for companies and the territory.

BUSINESS INCUBATORS

Business incubator is an organization that helps startup companies and individual entrepreneurs to develop their businesses by providing a fullscale range of services starting with management training and office space and ending with venture capital financing. The incubator usually offers support in form of consulting, mentoring, prototype creation, and other services and co-funding for them

COWORKING SPACE

Coworking spaces are essentially shared workspaces. They offer affordable office space for those looking to escape the isolation of a home office or coffee shop.

These shared workspaces offer a suite of office-like amenities such as private offices, hot-desks, private meeting rooms, kitchens, coffee and more. Often, they also offer a community to share projects.

Occupants typically are freelancers, entrepreneurs, start-ups and small teams who want to take advantage of a flexible space.

FAB LAB

A Fab Lab, or digital fabrication laboratory is a small-scale workshop offering (personal) digital fabrication. It is a place to experiment, to create, to mentor and to invent: a place for learning and innovation.

A Fab Lab consists of a collection of tools for design and modeling, prototyping and fabrication, instrumentation and testing and debugging, and documentation for a wide range of applications in formal and informal education, health and environmental monitoring, as well as economic and social development.