

***Moscow: Open Innovation Forum***

***Lessons of improbable success:  
Unexpected Innovation Clusters***

*Bob Hodgson  
Zernike (UK) Limited*

Moscow, Russia  
October 2012



# Structure

---

- What I think innovation is and is not
- Review some places that did and did not .....
- Draw some broader conclusions

# ***University of Cambridge – Innovation engine?***

---



- A research based university
- Excellence in culture
- Started in 13<sup>th</sup> century
- Successful and adaptive – yes
- Slim and agile – perhaps not!
- benign neglect

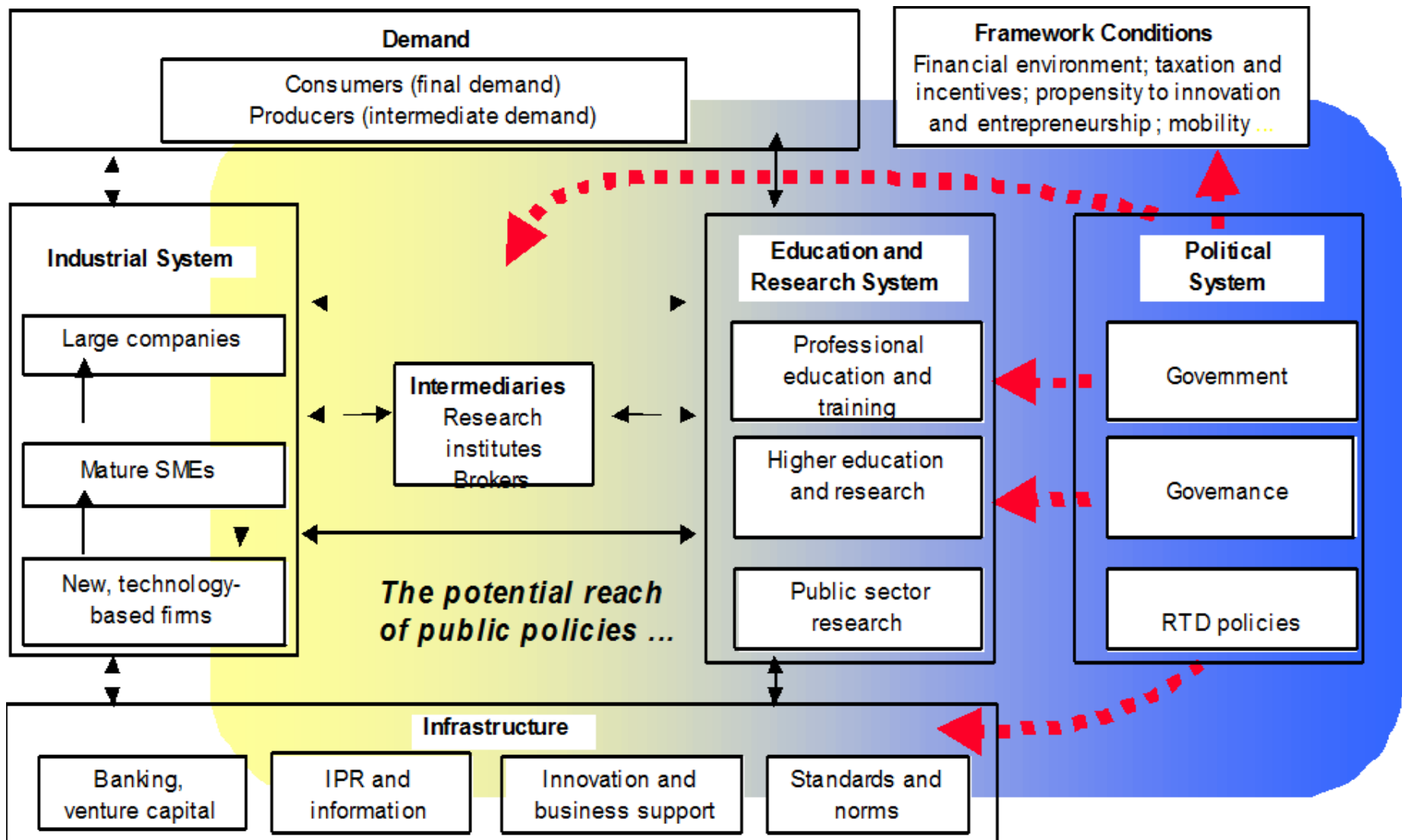


## ***First some simple definitions***

---

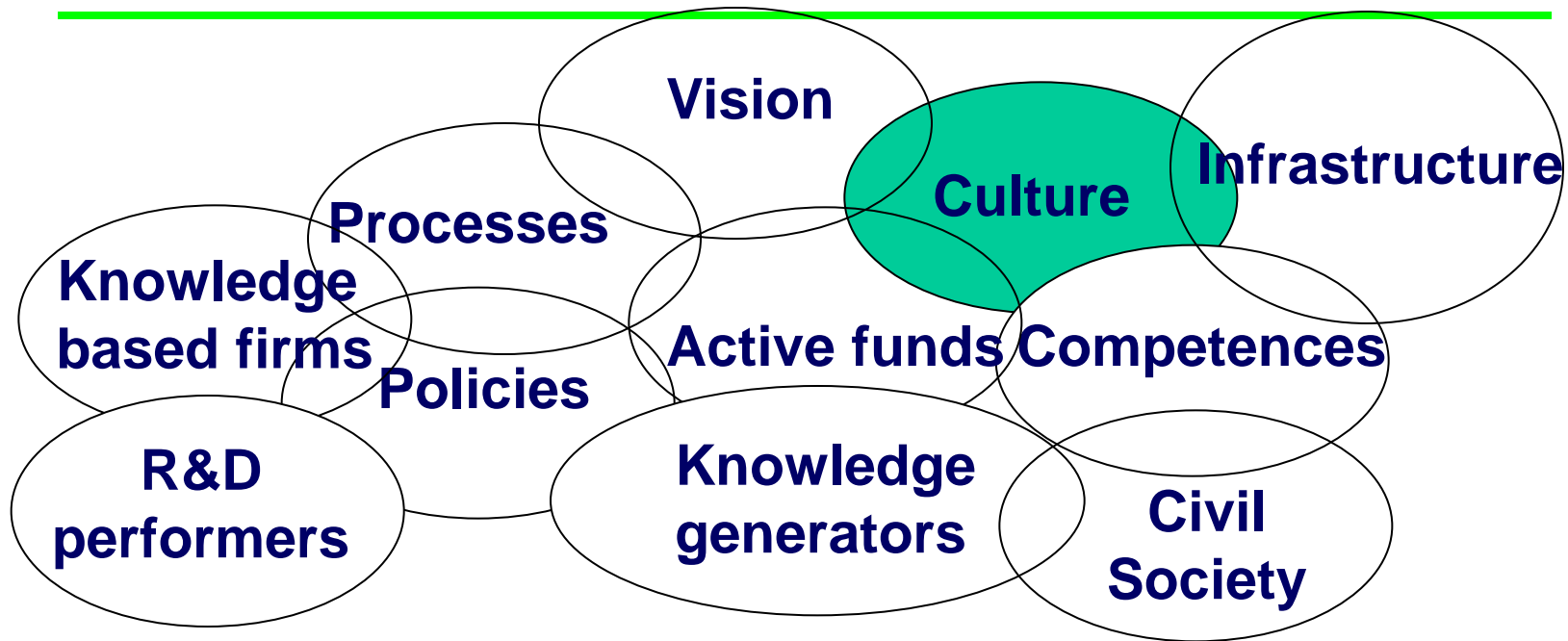
- Technology – is how we do things now
- Knowledge – is what we already know
- Innovation – is doing things differently
- Science – is one of the main drivers of innovation
- Development – is how we apply science to do useful things
- Research – is finding out what we currently do not know
- Technology transfer – a process of making knowledge available

# Typical National Innovation System From Nelson



## ***More realistic innovation system!***

---



**COMPLEX CHAOTIC INTERACTING  
INTER-DEPENDENT MULTIDIRECTIONAL  
COMPOST HEAP**

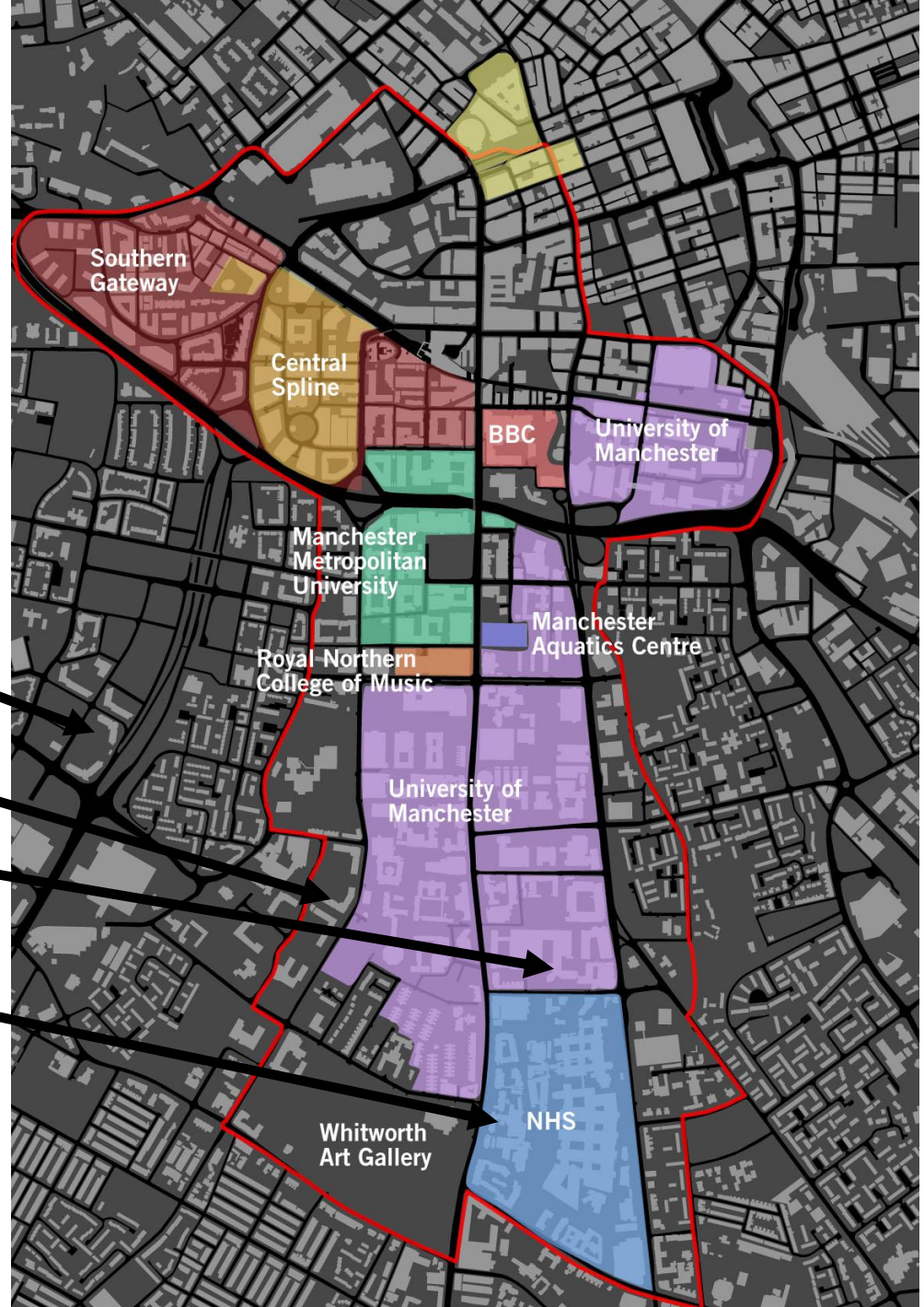
# The Corridor, Manchester

Manchester Technology Park

Manchester Science Park

Manchester Bio Incubator

Medi linked building





## *Zamudia Technology Park, Pays Vasco Spain*

---



# Oslo Research Park: Forskningsparken



National Research Council

University of Oslo

Oslo Research Park  
Phase 2: 12,000m<sup>2</sup>

Phase 1

Phase 3 (now built)



## ***International partnerships, Portugal***

---

- The explicit incentive – and the implicit goals
- Established through FCT
- Prestige institutions – in narrowly defined fields
  - MIT
  - Carnegie Mellon
  - UT, Austin – COLAB
  - Fraunhofer
- And University Technology Enterprise Network
  - With IC<sup>2</sup> of UT,Austin
  - Working across the partnerships



## ***Final thoughts***

---

### **WHAT MAKES THE DIFFERENCE?**

#### **Four crucial ingredients**

- **Vision** - having a clear shared vision of future
  - look out not in but always excellence
- **Language** - being able to talk to each other
  - listen and learn
- **Incentive** - funding to lubricate and rewards
  - individual and institutional
- **History** - no substitute for doing it
  - change the stories, change the culture

***Thank You***

---



**BOB HODGSON  
ZERNIKE (UK) Ltd  
110 High Street  
Sawston  
Cambridge  
UK  
CB22 3HJ**

**00(44)1223 833179**

**bhodgson@zernikeuk.com**