

# Strategic Business Initiatives

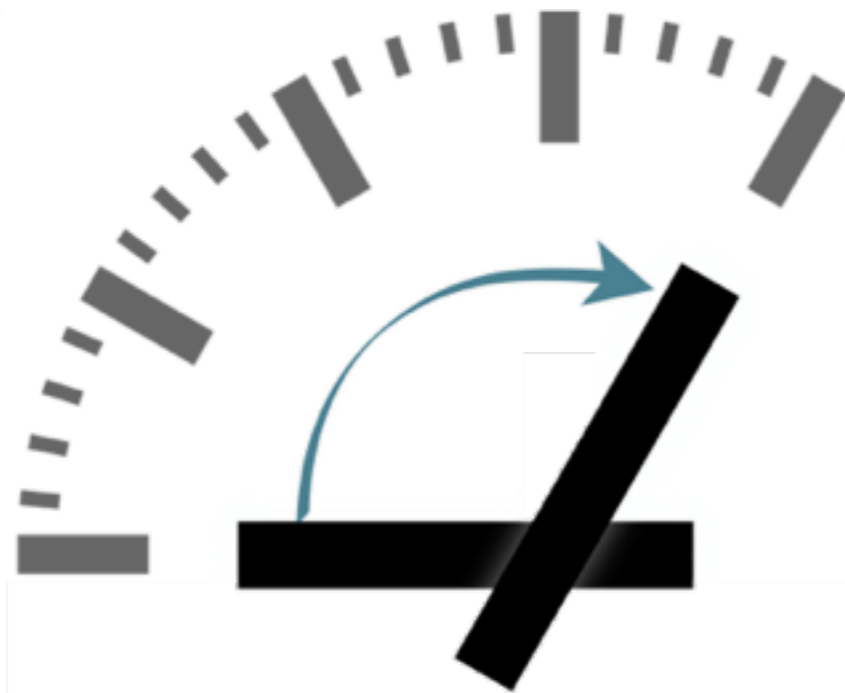


October 2016

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## Who Am I?

The Role of the University

Strategic Business  
Relationships

Innovation Neighborhoods

Questions and Answers

# Who Am I?

## **11 years as Vice President, Georgia Institute of Technology.**

- Responsible for economic development, including commercialization, corporate partnerships, manufacturing support, incubators, ecosystem development, & more.



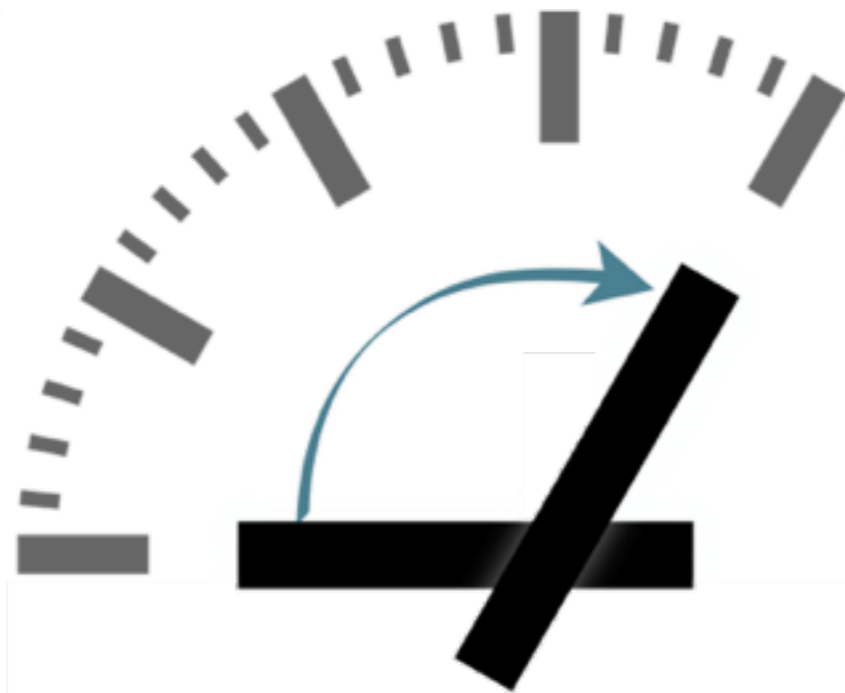
## **20+ years venture capital experience at General Partner level.**

- 18 investments as lead investor.
- 12 profitable exits including 4 IPOs, one \$650M acquisition.

## **15 years corporate operations experience:**

- AT&T Bell Labs
- Nortel Networks
- LICOM (venture-backed telecom equipment startup).

**BS, Physics, Georgia Tech (*Highest Honors*).**



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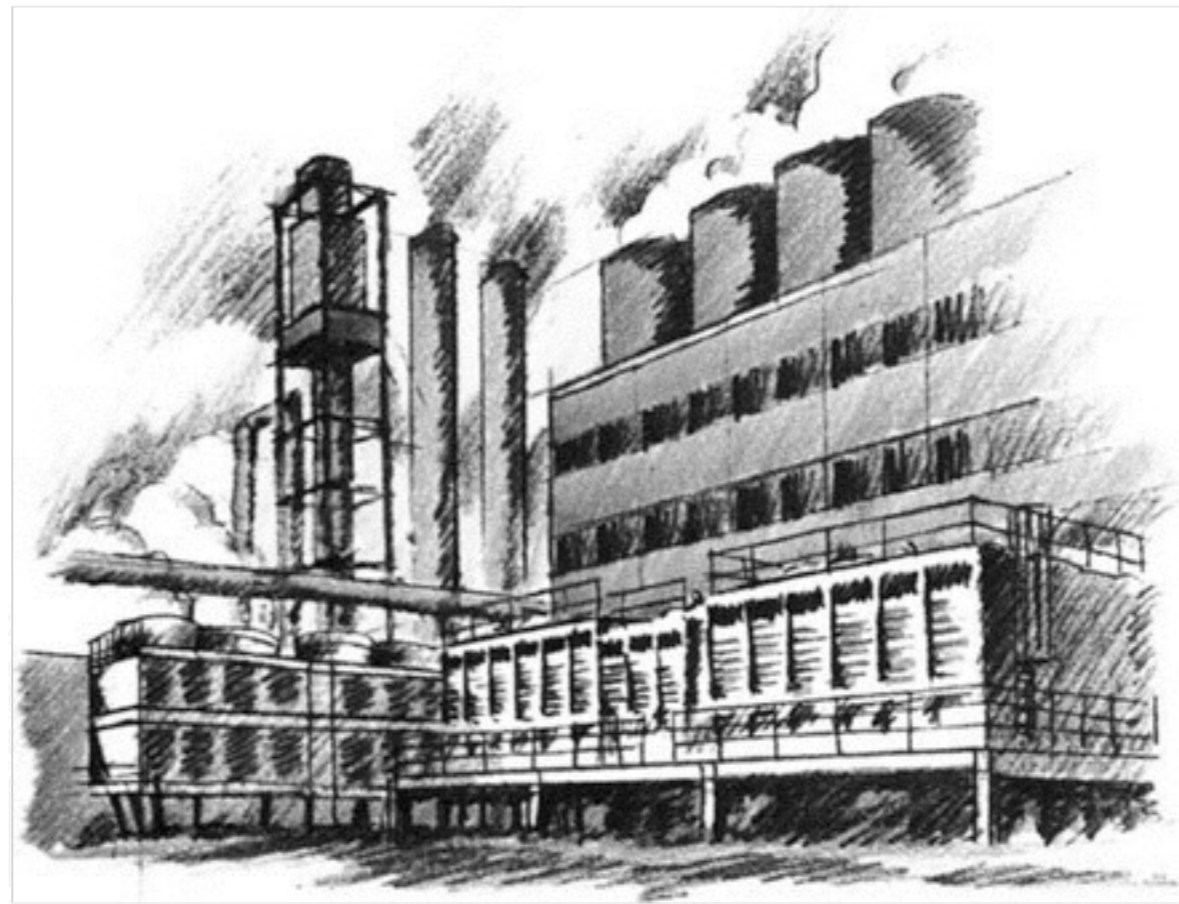
## Three distinct stages of university evolution:

Reference: Jan Youtie & Philip Shapira, *Building an Innovation Hub: A Case Study of the Transformation of University Roles in Regional Technological and Economic Development*, 2006

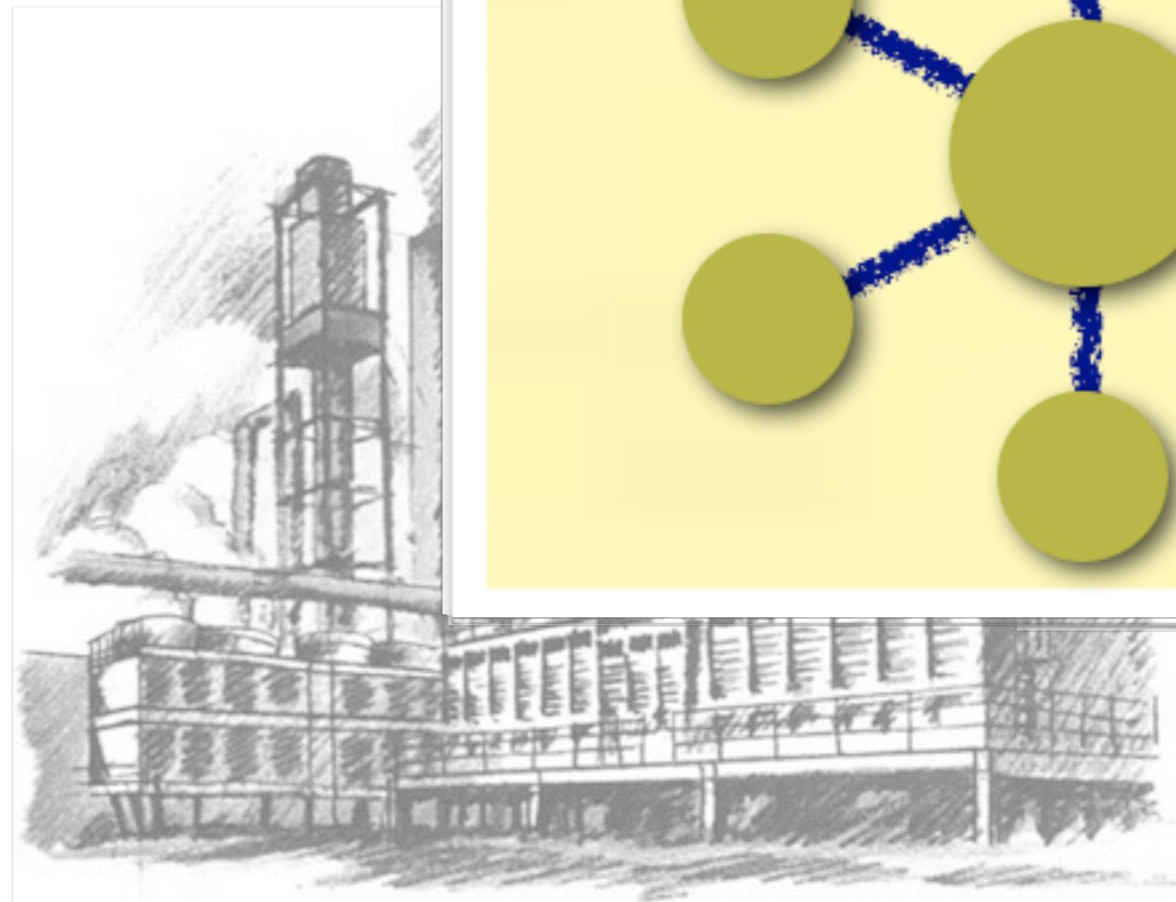
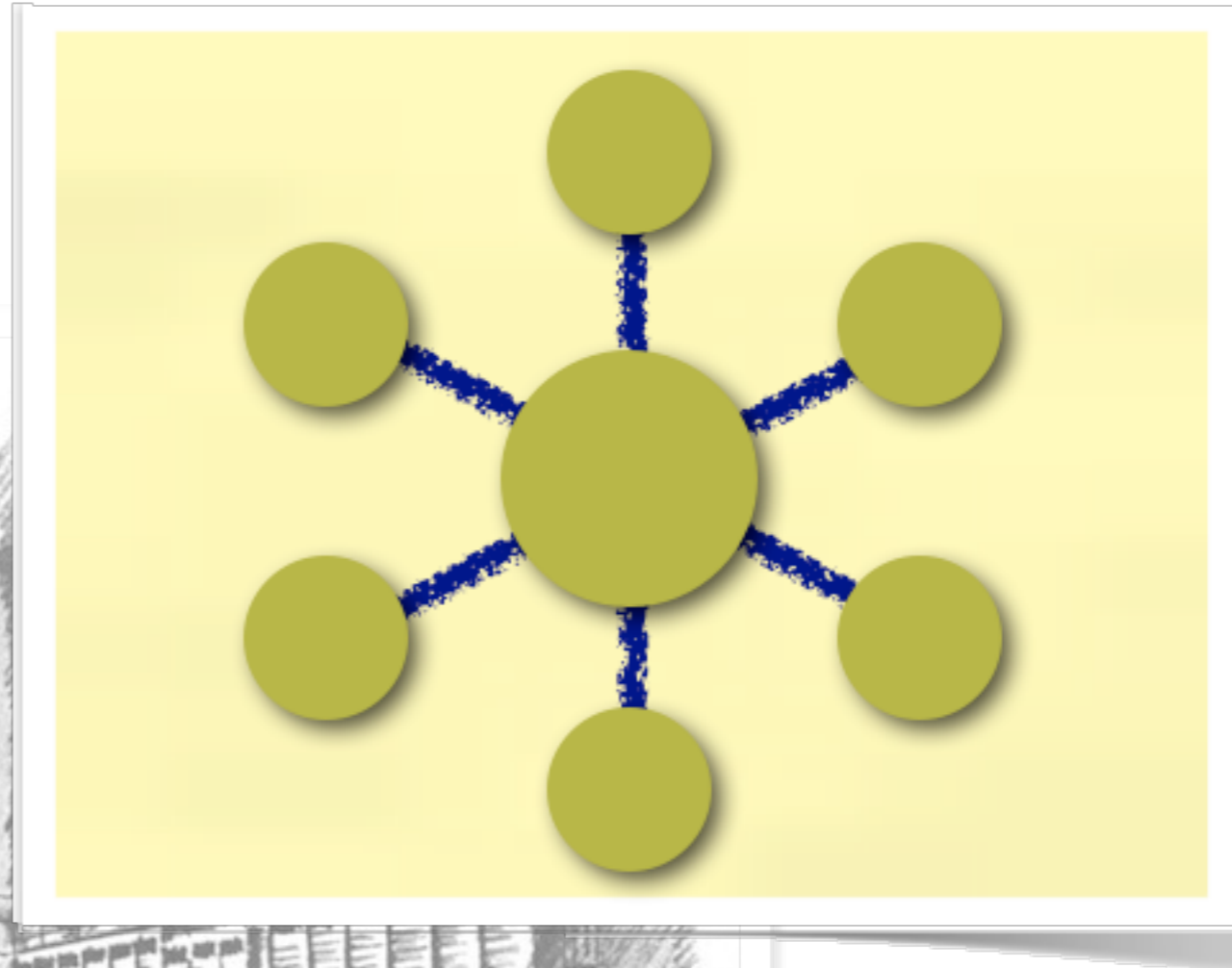
## Knowledge storehouse



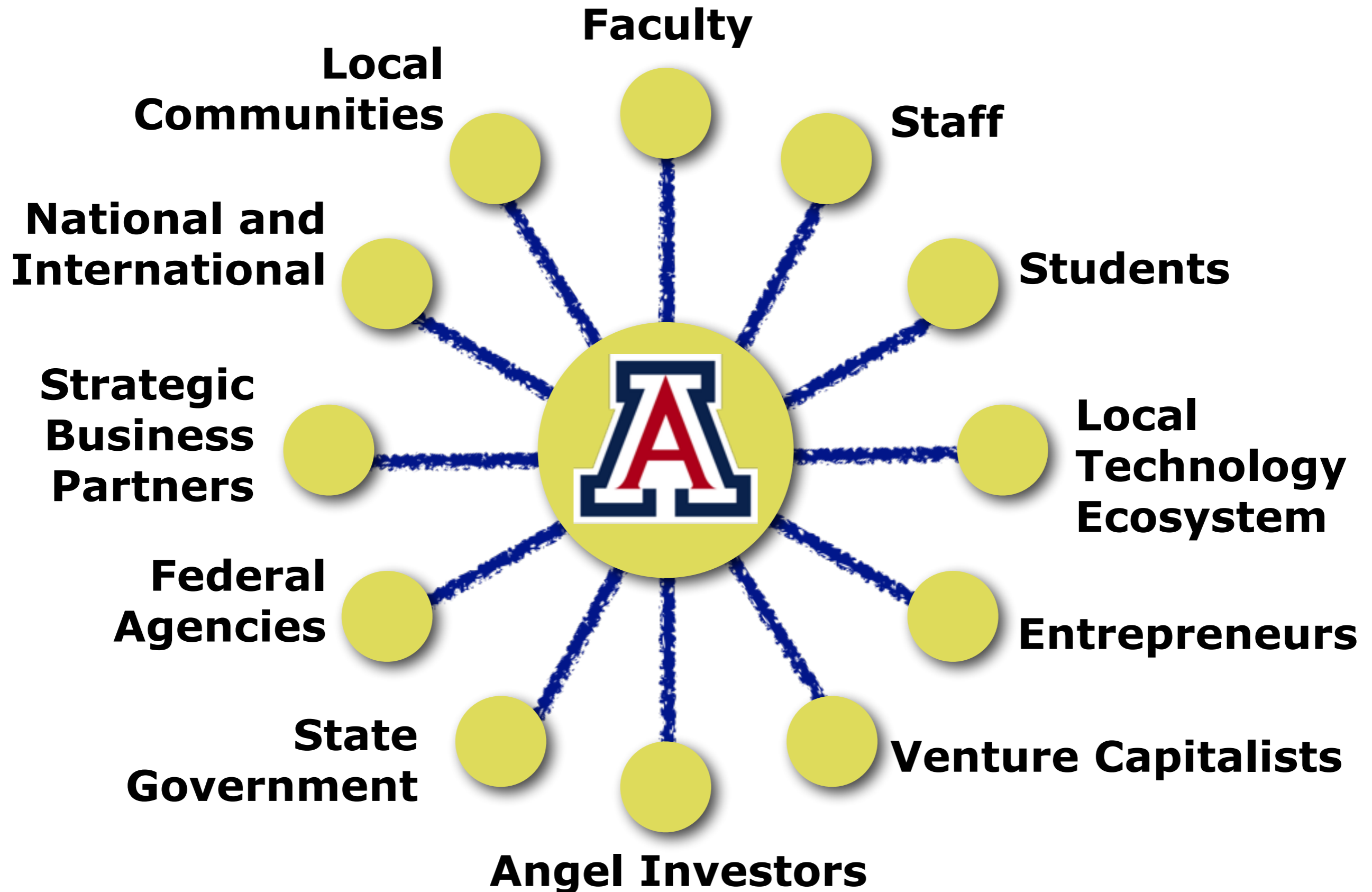
## Knowledge factory



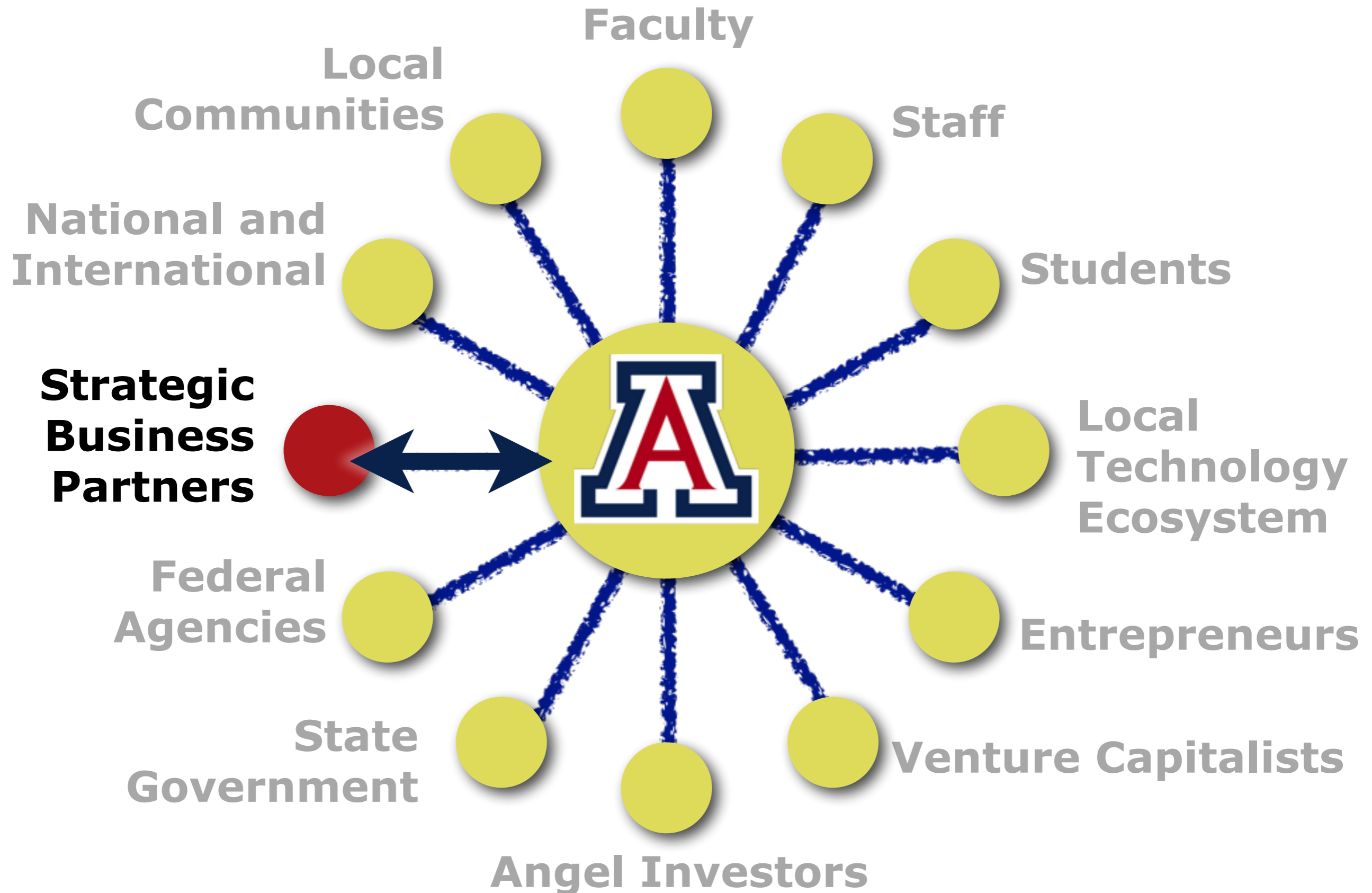
## Knowledge hub

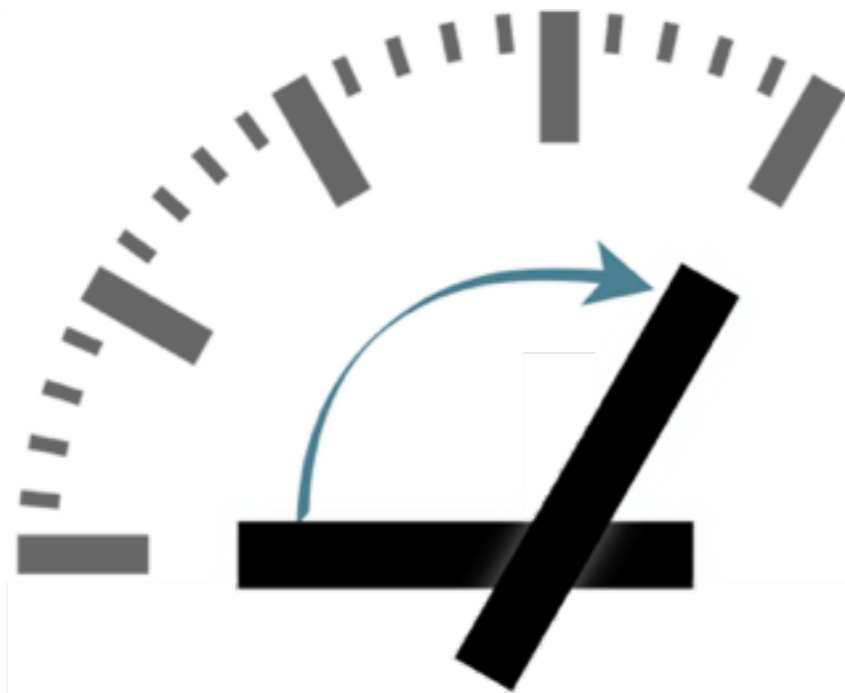


# University as Innovation Hub



# University as Innovation Hub





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# Death of Corporate Research Labs



Photo credit: Rich Johnson, <https://www.flickr.com/photos/rajohnson/3547763784/in/album-72157618503195176/>

## AT&T Bell Labs: Murray Hill, NJ

In this building:

- Invention of the transistor.
- Assembly of the first telecommunications satellite.
- Commercialization of the first laser.
- Invention of the C programming language and the Unix operating system.

**Decades of major innovations!**

# Death of Corporate Research Labs



## AT&T Bell Labs: Murray Hill, NJ



Photo credit: Rich Johnson, <https://www.flickr.com/photos/rajohnson/3547763784/in/album-72157618503195176/>

## Two intersecting trends:

- 40-year decline in Federal funding of basic research.
- At least 30 years of growth in corporate-sponsored university research.

## Public-private partnerships must balance

- Commercial focus, while
- Maintaining academic freedom.

**Universities are increasingly seen as new engines of economic growth.**

# Strategic Business Relationships



Access to  
Students



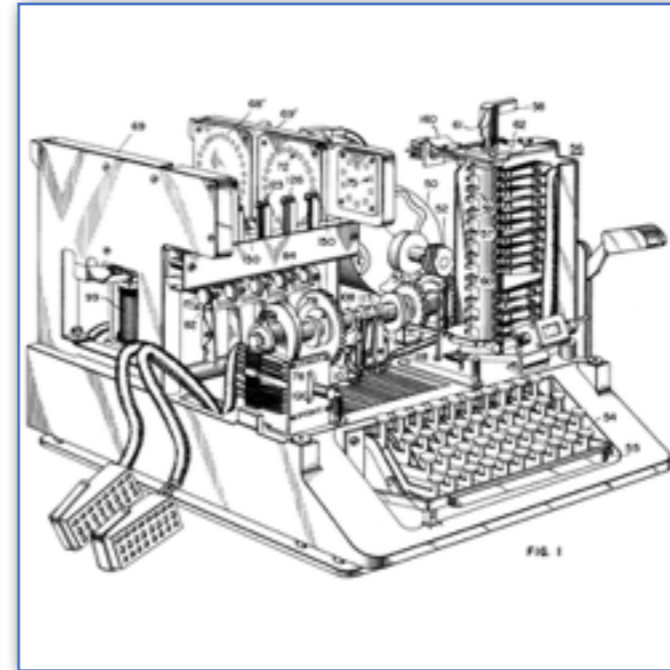
Access to  
Faculty  
Thought  
Leaders

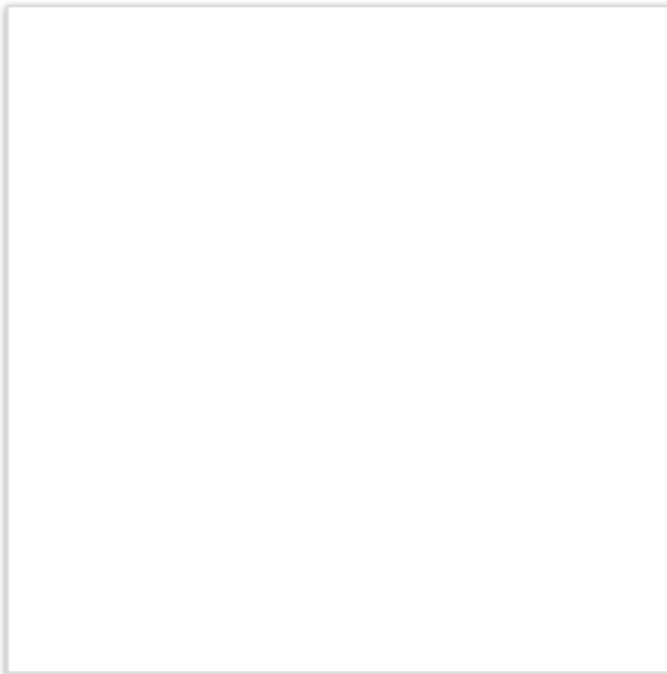


Access to  
Startups and  
Spinouts



Access to  
Intellectual  
Property





**Next-generation talent acquisition.**

- Graduate and undergraduate levels.

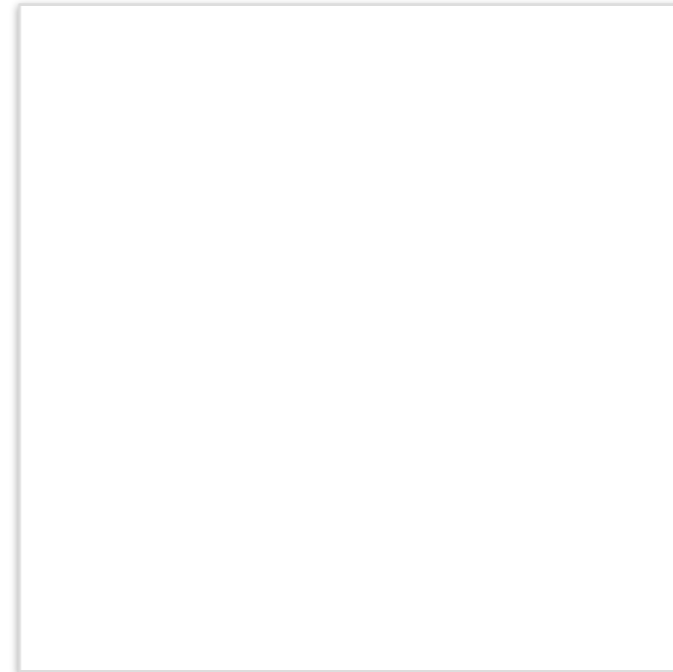
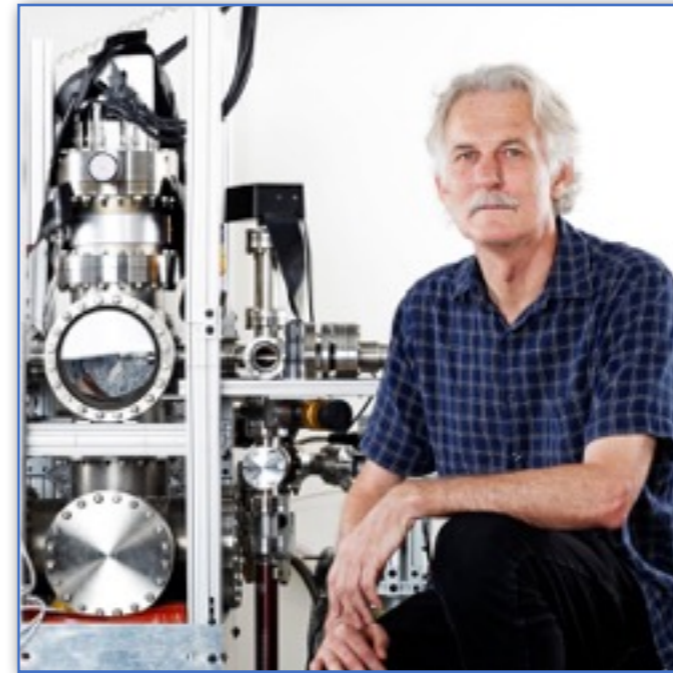
**Ability to “test-drive” students over multiple semesters/years.**

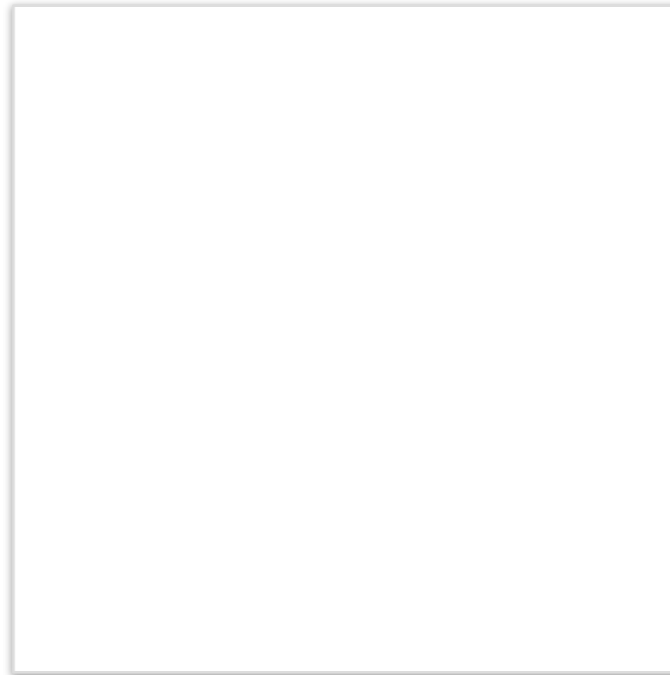
- Demonstrate skills, establish corporate “fit.”

**Competitive advantage by attracting top students early in their academic careers.**

Early access to new technologies and new applications.

- *Playing offense:* Establish first mover advantage in new markets.
- *Playing defense:* Prepare and protect against disruptive changes to existing businesses.





**Low-cost, low-impact experimentation with new technologies and services.**

- Avoid premature “mainstreaming” into existing lines of business.
- “Sandbox” for corporate innovation.

**Evolving relationships:**

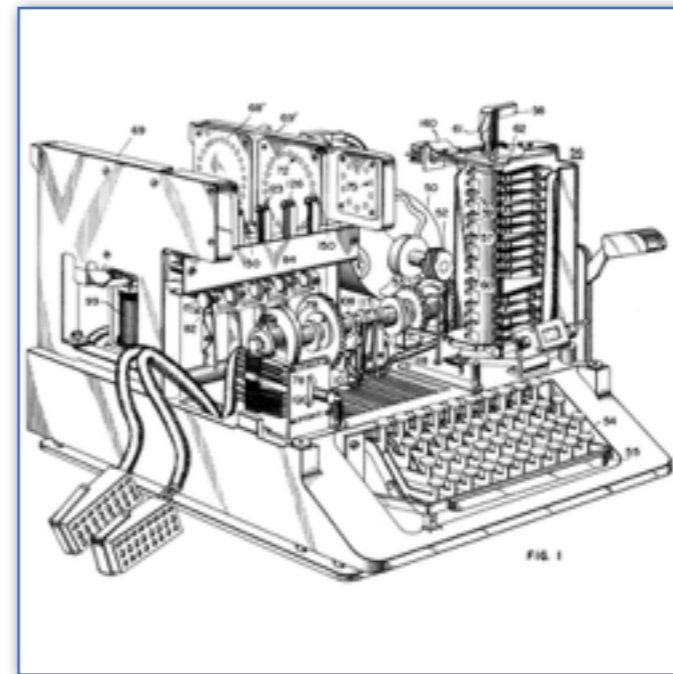
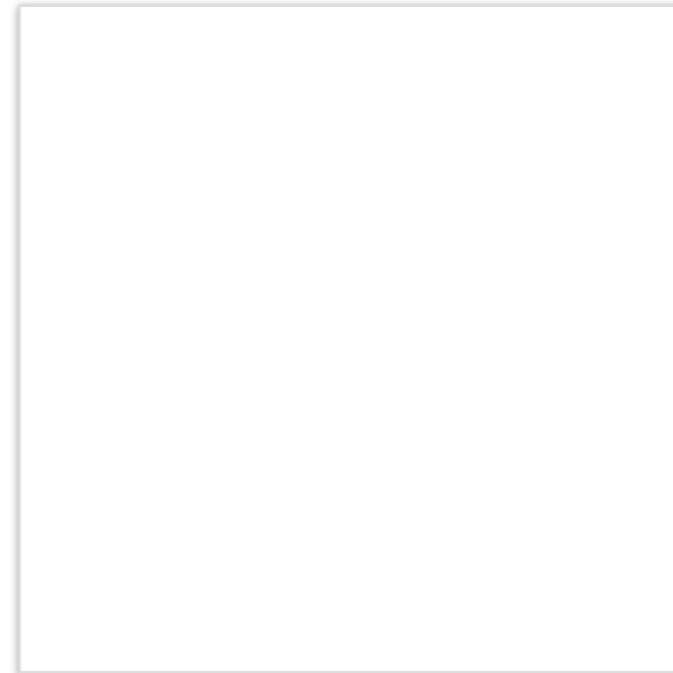
- Investor.
- Customer.
- Business partner.
- Acquirer.

Subject of detailed and frequently contentious negotiations.

Sometimes difficult for corporations to accept university restrictions on patent ownership.

The best way to transfer technology is in the skull of a recent graduate.

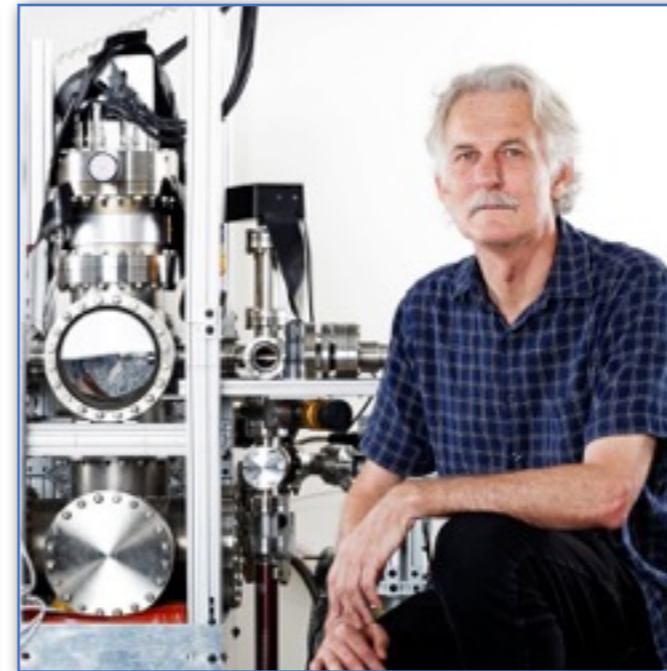
- So you're back to talent acquisition!



# Strategic Business Relationships

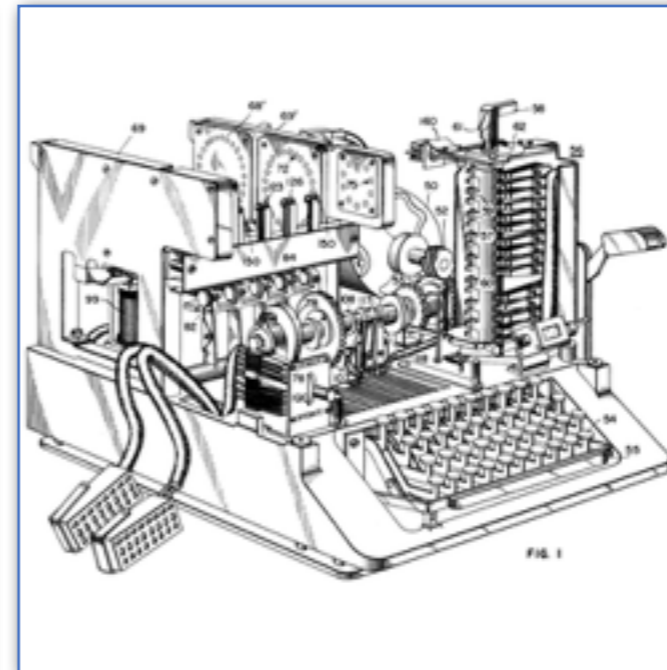


Access to  
Students

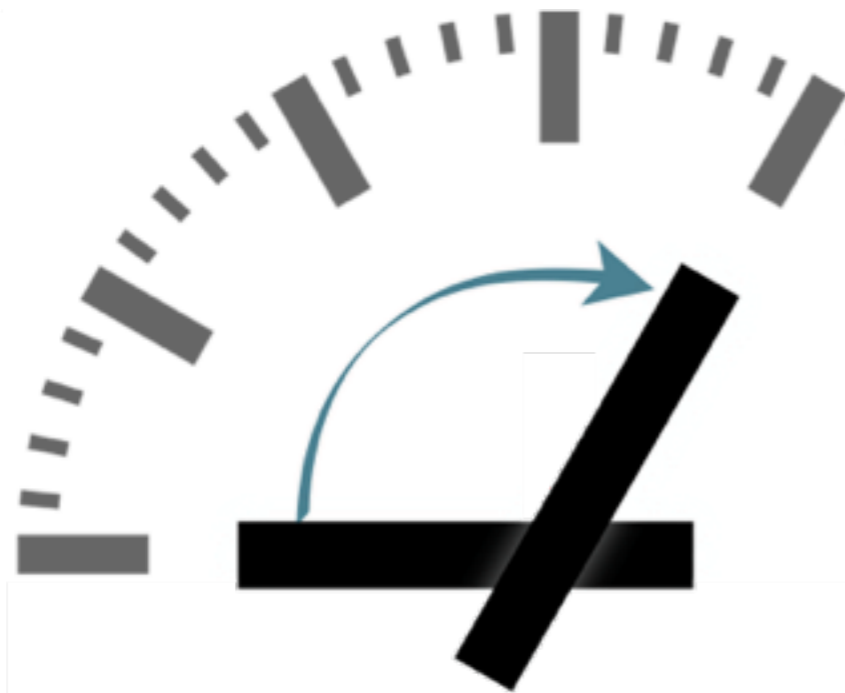


Access to  
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Access to  
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Access to  
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# September 2001



November 2016

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# A New Innovation Destination



# Innovation Neighborhood



# Innovation Neighborhood



Atlanta *Technology* Angels



Department of  
Economic Development



# Innovation Neighborhood



Atlanta *Technology* Angels



Department of  
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# Innovation Neighborhood



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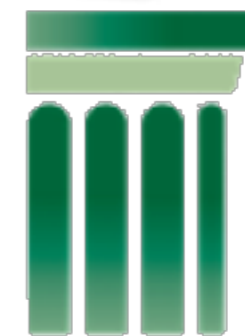


**ASSOCIATION OF  
UNIVERSITY  
RESEARCH  
PARKS**

## **2014 Outstanding Research/Science Park**



## **2014 Innovation University**



**ASSOCIATION OF  
PUBLIC &  
LAND-GRANT  
UNIVERSITIES**

# Coda at Tech Square



**750,000 sq. ft.**

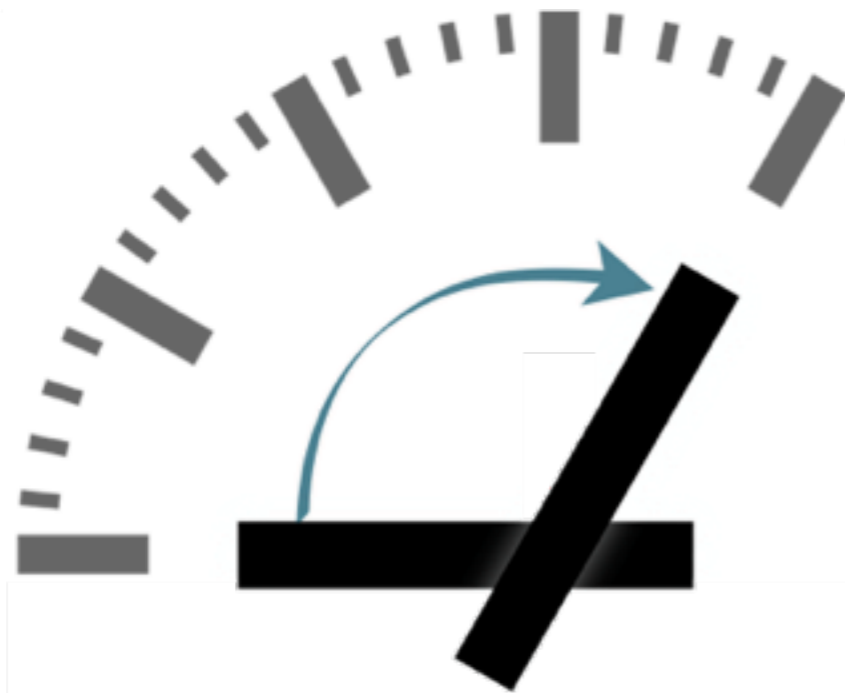
**\$375 million public-private partnership.**

- 40% Georgia Tech
- 40% Corporate labs, operations centers, etc.
- 10% Tier 3 datacenter
- 10% retail/public.

**Opening 2018**

# Transforming Atlanta





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