

Technology Transfer: Impact, Goals, People and Resources

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In today's rapidly evolving landscape, the role of technology transfer has transformed dramatically. Once primarily assessed by the number of spin-offs and licensing agreements, the success of universities and Public Research Organizations (PROs) is now increasingly measured by the broader societal, economic, and cultural impacts of their research dissemination. However, this shift brings new challenges. Technology Transfer Offices (TTOs), tasked with bridging the gap between research and real-world application, face persistent barriers—organizational, structural, and most notably, a lack of effective governance models.

With this address, we delve into the critical need for rethinking governance within the technology transfer ecosystem, with Italy serving as a pivotal case study. By integrating the theoretical lenses of goal-setting, stakeholder engagement, and resource dependency, we introduce a multi-level governance model that encompasses political (goal-driven), relational (stakeholder-centered), and technological (resource-focused) dimensions. These interconnected governance levels are presented as vital mechanisms for overcoming obstacles and driving impactful, sustainable technology transfer.