

## 6. GUIDELINES FOR SELECTING A TECHNOLOGY TRANSFER STRATEGY

This section provides a general framework for DOE to use in designing technology transfer strategies for particular R&D projects. Questions of interest include: how often have various strategies been successfully used by OBCS, and under what circumstances is a particular technology transfer strategy appropriate?

Although our sample of innovations is small and not necessarily representative of all the successfully commercialized results of OBCS R&D programs, it does provide some preliminary insight into the questions noted above. This section also draws on findings from past studies.

### 6.1 HOW OFTEN IS EACH STRATEGY USED?

Figure 6.1 characterizes each of the five fully-commercialized case study innovations in terms of the strategies that were used to commercialize them. Figure 6.2 does the same for the seven semi-commercialized innovations. One strategy dominates the more successful case studies - contracting R&D to industrial partners - but other strategies have also led to full commercialization. No single strategy dominates the seven semi-commercialized innovations.

In total, six of the 12 innovations were commercialized through R&D contracting to industrial partners, and in five of these six instances, the industrial partner was a small firm. Major manufacturers were typically sought as partners, but did not respond. Section 7.2 describes in greater detail the scenario of events that characterizes the contracting approach.

Generating end-user demand was a primary strategy used to achieve the full market penetration of two innovations studied here. With the super-