Partnering Is A Body Contact Sport!

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Sandia National Laboratories

Discussion Topics

- Key Points

- Benefits

- Intellectual Property

- Agreements

- Strategy

- Examples

- Summary

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Key Points for Technology Commercialization/Industry Partnering

- **Relevancy to Mission**
  - NNSA and Sandia include partnerships as an element of mission support
  - National legislation forms the basis for the program
- **Advocacy**
  - A high-level advocacy in DOE/NNSA and Congress is essential
  - Advocacy in industry is strong
- **Partnering Tools**
  - Various contractual agreements enable meeting different industry needs
- **Relationships**
  - Industry/government/Sandia = Success

# Benefits of Partnering:
Industry's Goals are Enhanced

- ➢ **State-of-the-art technologies**

- ➢ **Expertise & Innovation**

- ➢ **World-class facilities**

- ➢ **Intellectual property**

- ➢ **A competitive market advantage**

- ➢ **Reduced capital investment**

- ➢ **Reduced R&D investment**

Decontamination Formulation

Security SwarmRobots

Airborne sensor systems
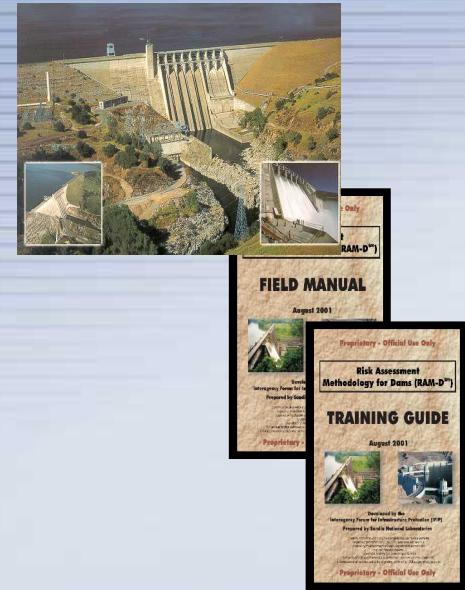
Partnerships are Essential to Sandia's/NNSA's Success

➢ **Synergistic with mission**

➢ **Imports best practices into Labs**

➢ **Commercialization matures technologies (reduces cost, improves reliability)**

➢ **Supports US industry**

➢ **Combines technology (Sandia), manufacturing sources (industry) and customer (government)**
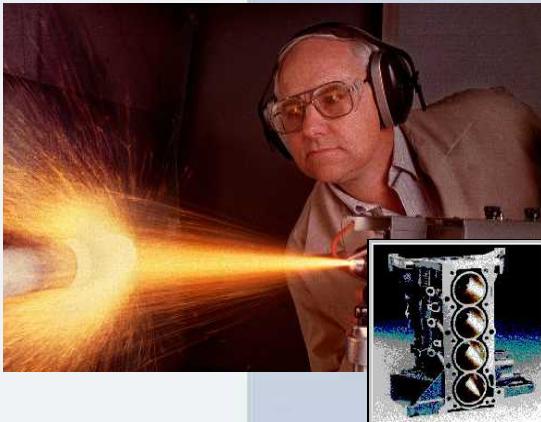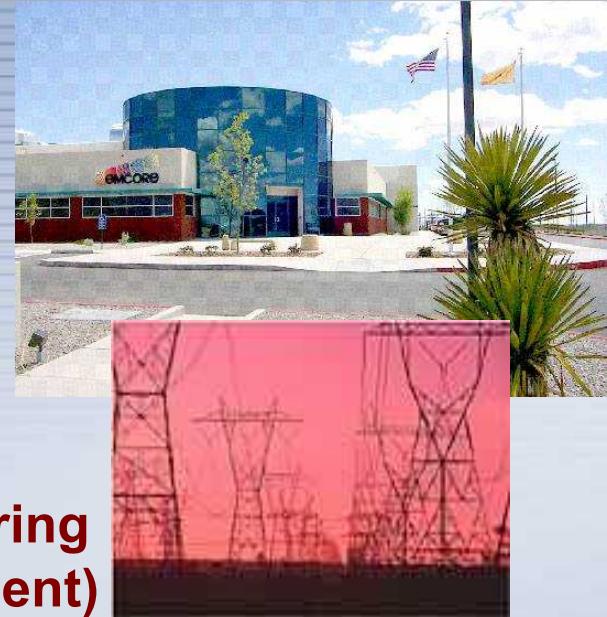
➢ **Creates a critical supplier base for weapons components**

➢ **Provides challenging work for the staff**

➢ **Builds federal and local constituency**

➢ **Generates revenues**

Sandia National Laboratories

IP Management is the Key

- Sandia recognizes that intellectual property is the fuel for high-technology industries

- Intellectual property management and licensing is threaded through <u>all</u> of our partnership agreements with industry

- Sandia's clear ownership of IP enables a robust licensing program, providing state-of-the-art components to Sandia programs and new products to industry partners

- "Selling" intellectual property is not our objective – deploying technology via IP licenses to meet national security mission goals for a reasonable ROI is

Because we will never compete with our partners in the commercial marketplace, there is inherent market complementarity in our technology partnerships

Sandia Uses Many Mechanisms for Technology Partnering

Licenses

Small Business Technical Assistance

Entrepreneurial Separation

Memoranda of Agreement/ Understanding

Publications and Conferences

Partnering Mechanisms

Consortia

IWTA / Personnel Exchanges

CRADAs

User Facilities

Non-federal Entity Agreements (NFE)

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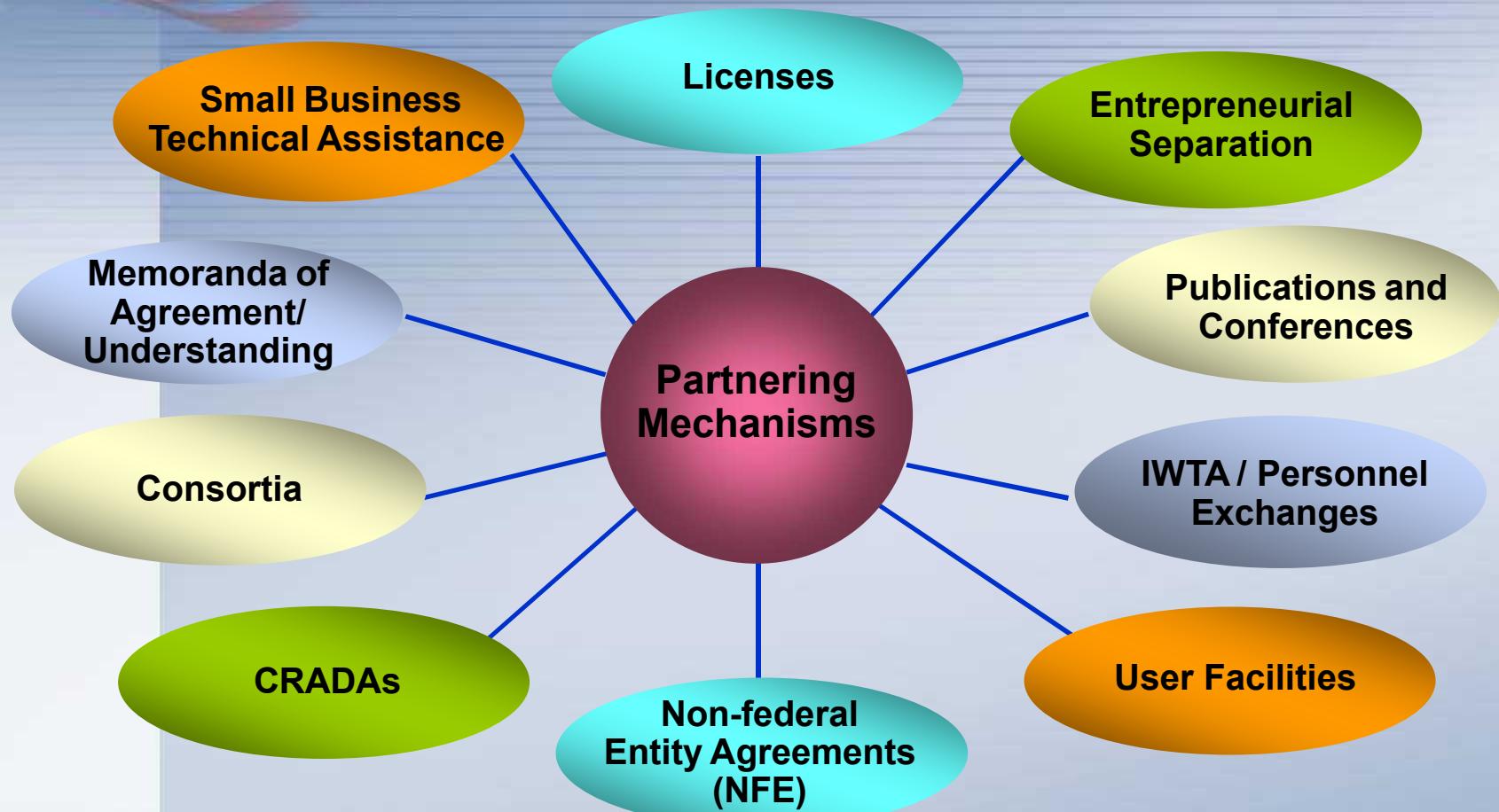
Not All Partnerships are Equal

Y-axis: **Relationship, Value, Complexity**

X-axis: **Time x Commitment x Culture Match x Competency**

Labels along the curve:
- Interdependent
- **Strategic Partner**
- Partner
- Independent
- **Critical Supplier**
- **Preferred Supplier**
- Dependent
- **Vendor**
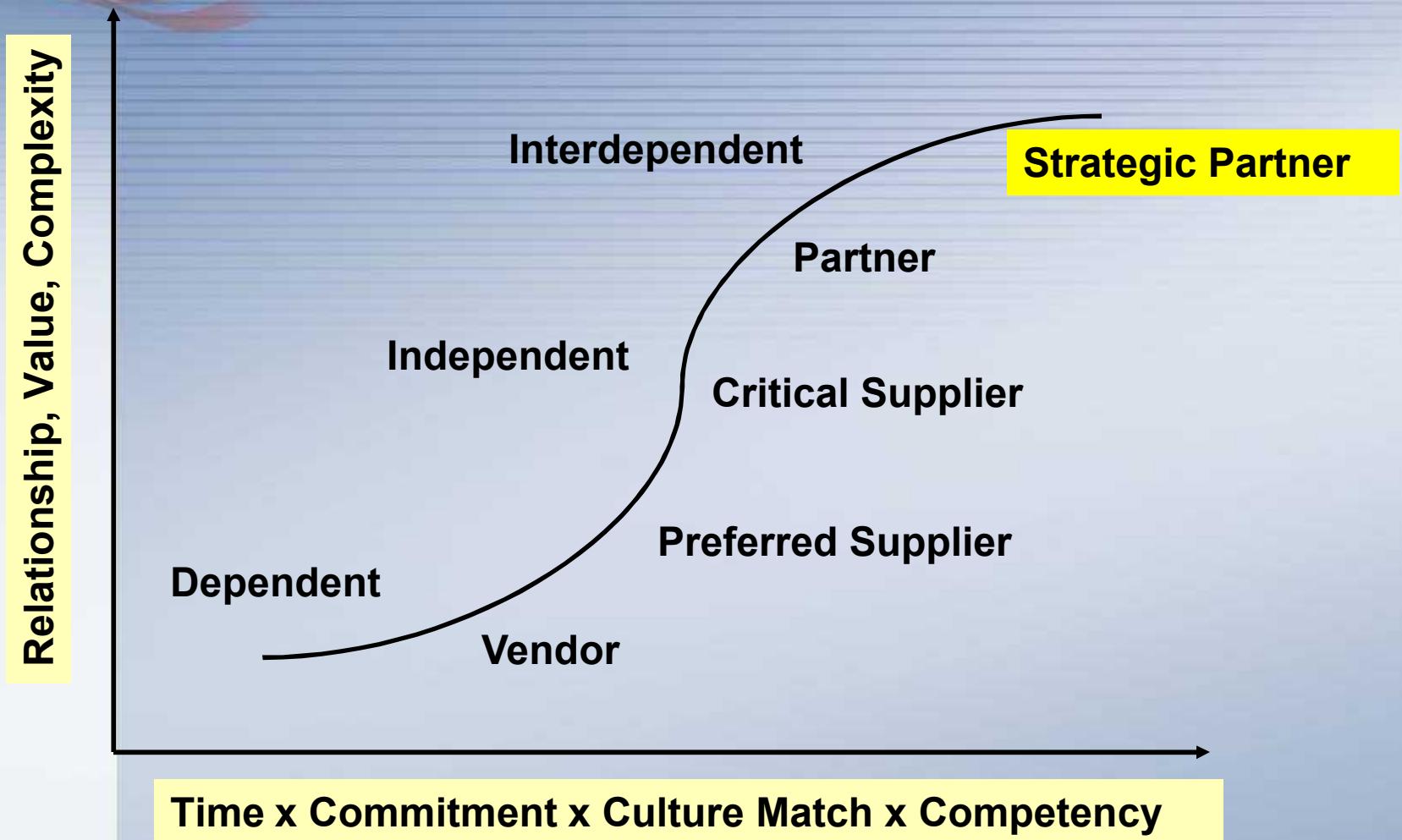
Partnerships with Industry and Government Support Sandia's Missions

Satellite and sensor

Homeland Security

Goodyear CRADA

stiff, inextensible steel belts

incompressible rubber

thin, flexible sidewall

stiff, inextensible bead
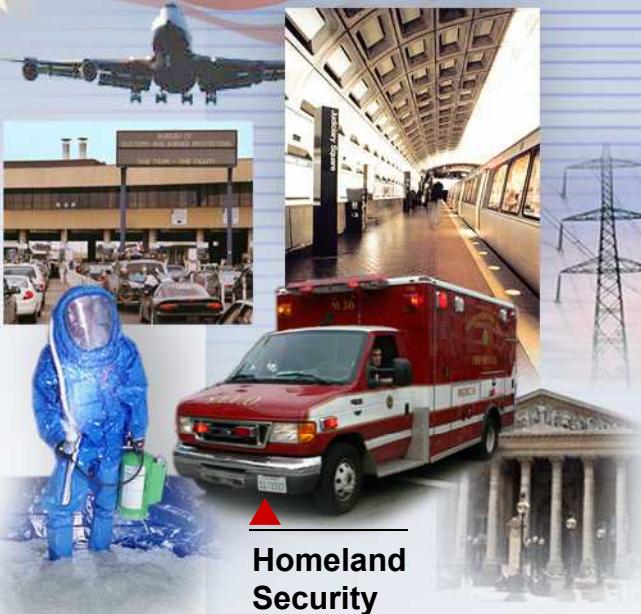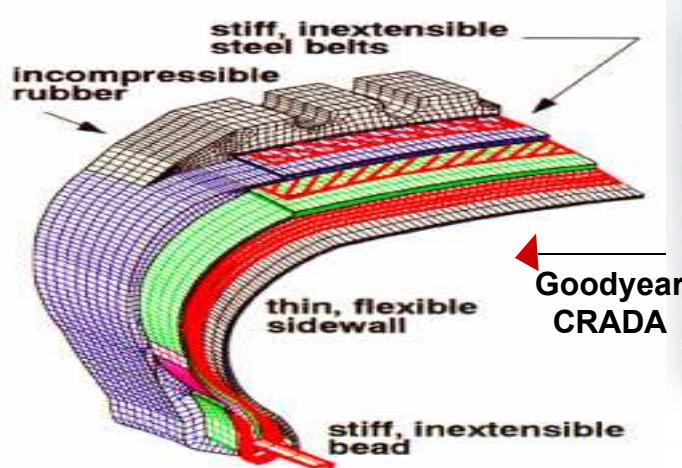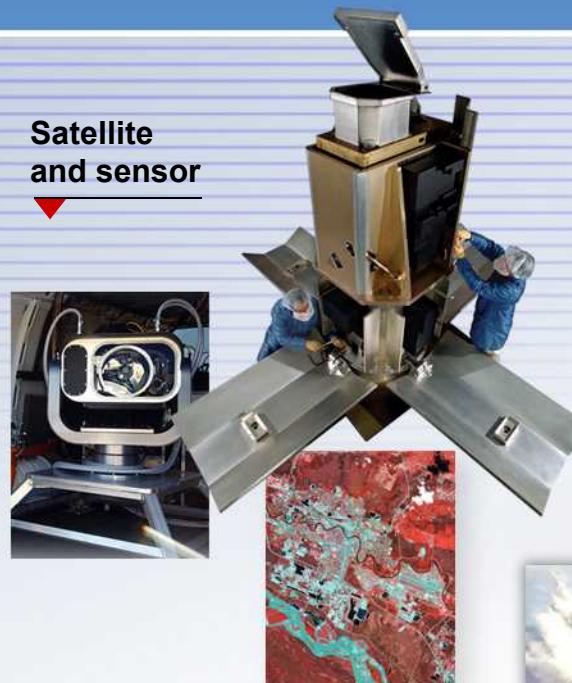
Nuclear legacy

Supporting the warfighter

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A prescription for doing business with a national laboratory

- Meet to determine compatible business and technical objectives (must be a business/technical advantage to both parties)
- Conduct due diligence on technical capabilities
- Evaluate corporate lab cultures to determine compatibility (both managements must be supportive)
- Develop a mutually acceptable SOW, schedule, deliverables and funding plan
- Negotiate terms and conditions, IP rights, license agreements
- Execute agreements

A prescription for doing business with a national laboratory (cont'd)

- Work toward collaborative programs (not a supplier relationship)
- Review programs quarterly/semi-annually to assure progress or make mid-course corrections
- Depending on program size and strategic impact, meet with executive management annually, alternating venues
- Exchange staff, if appropriate
- Build team spirit through business social events (dinners) and celebrate mutual successes
- Jointly publicize successes as warranted (e.g., R&D 100 awards)

Partnering is a Body Contact Sport

- Partnerships are difficult to form and time consuming to sustain

- Trust takes time to develop …but, along with technology value are <u>the</u> most important ingredients

- Management, partnerships organizations, and technology groups in both the labs and the industry partner must be actively engaged for a successful collaboration

- We have the infrastructure in place for the game