
INVENTOR'S GUIDE

TO TECHNOLOGY TRANSFER AT

AARHUS UNIVERSITY



AARHUS UNIVERSITET



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This guide answers some of the most common questions we encounter from the research community and is organised to give a broad overview of the technology transfer process and the services available to researchers. A Danish version of the web site www.au.dk/invent is available at www.au.dk/opfind.

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The Technology Transfer Office at Aarhus University also supports inventors from Central Denmark Region including Aarhus University Hospital.



SØREN E. FRANDSEN

An Inventor's Guide to Technology Transfer at Aarhus University

Dear Researcher

Aarhus University wishes that relevant research results are commercialized and contribute to business- and socioeconomic development. This is why technology transfer from research to industry is a highly prioritised area for the university.

With this guide, we want to outline the essential elements of technology transfer at Aarhus University. I hope this guide will answer some of the questions you may have about technology transfer and that you will take advantage of technology transfer to see your research be utilized to the benefit of yourself, the university and society.

Søren E. Frandsen
Pro-rector for Strategic Affairs
Aarhus University

Mission

Aarhus University encourages knowledge transfer and contributes to business development and the advancement of society. Technology transfer from research to industry has a high priority for the university. It is the aim of the university to work with small and large companies alike regardless of nationality to develop new technologies, products, job opportunities and thereby strengthen the university's profile and Denmark's competitiveness.

The Technology Transfer Office (TTO) initiates and supports technology transfer by working professionally and efficiently with researchers, companies and organisations to ensure that the framework for research collaboration and technology transfer is in place.

THE TECHNOLOGY TRANSFER PROCESS

How do I work with the Technology Transfer Office (TTO)?

We encourage you to contact the TTO during your discovery process to ensure you are aware of the options that will best leverage the commercial potential of your research. The process of technology transfer is summarised in the opposite page. Note that these steps can vary in sequence and often occur simultaneously and that the university might decide to stop the process of technology transfer depending on the progress of protecting and/or marketing of the invention.

How long does the technology transfer process take?

The process of protecting an invention and finding the right licensing partner may take months – and even years – to complete. The amount of time will depend on the development stage of the invention, the market for the invention, competing technologies, the amount of work needed to bring a new

concept to market-ready status, and the resources and willingness of the licensees and the inventors.

How can I help in this process?

- Contact the TTO at +45 8942 6884 or an appropriate officer (found at www.au.dk/pke) when you believe you have a scientific or technical observation with potential commercial or research value.

- Complete and submit the Invention Disclosure in sufficient time to file a patent application before publicly disclosing your invention or publishing a manuscript – preferably before submitting the manuscript for publication.

- To avoid risking your patent rights and possibly hindering the opportunity to market your invention, contact the TTO before holding any discussions with people outside Aarhus University. If a patent application has not yet been filed, we will give you

The Process at a Glance

1. Research. Observations and experiments during research activities often lead to discoveries and inventions. An invention is any useful process, machine, composition of matter, or any new or useful improvement of the same. Often, more than one person may have contributed to the invention.

2. Invention Disclosure. The written notice of invention to the TTO that begins the formal technology transfer process. An Invention Disclosure remains a confidential document, and should fully document your invention so that the options protecting the invention and commercialization can be evaluated and pursued. You can find the invention disclosure form at www.au.dk/invent.

3. Assessment. The period of normally 2 months in which the TTO reviews (with your

input) the Invention Disclosure and an outside patent counsel conduct patent searches. Other consultants might also work with the Invention Disclosure. The Patent Committee recommends whether or not the university should assume the rights to the invention.

4. Protection. The process in which protection of the intellectual property rights to the invention are secured. This is done so that there is an asset to transfer to a third party. Patent protection begins with the filing of a patent application with one or more government patent offices. Once a patent application has been filed, it will require several years and a lot of money to obtain an issued patent.

5. Marketing. With your involvement the TTO staff identifies candidate companies that have the expertise, resources, and business networks to bring the technology to market.

a Non-Disclosure Agreement for the party to sign before you describe your invention.

- On the Invention Disclosure, include companies and contacts you believe might be interested in your invention or who may have already contacted you about it. Studies have shown that over 70 % of all licenses are executed with commercial entities known by the inventor, so your contacts can be extremely useful.

- Respond to the requests of the TTO and outside patent counsel. While some aspects of the patent and licensing process will require

significant participation on your part, we will strive to make efficient use of your valuable time.

- Keep the TTO informed of upcoming publications or interactions with companies related to your intellectual property.

This may involve partnering with an existing company or forming a start-up. Your active involvement can dramatically enhance this process.

6. Form a start-up/existing business relationship. If creation of a new business start-up has been chosen as the optimal commercialization path, the TTO will work to assist the founders in planning, creating and finding funding for the start-up, but the TTO will always recommend the founders to consult their own legal and financial advisors when developing a business plan and establishing a start-up.

7. Licensing. A license agreement is a contract between Aarhus University and a third party in which the University's rights to an invention are licensed (without relinquishing ownership) for financial or other benefits. A license agreement is used with both new start-up businesses and

established companies. An option agreement is sometimes used to enable a third party to evaluate the invention and its market potential for a limited time before licensing.

8. Commercialization. The company licensing the invention continues the advancement of the invention and makes other business investments to develop the product or service. This step may entail further development, regulatory approvals, sales and marketing, support, training, and other activities.

9. Revenue. Revenues (net income) received by Aarhus University from licensees are distributed with 1/3 to inventors, departments and the university each.

AU Patent Committee

The AU Patent Committee makes recommendations to the Rectorate regarding: transfer of rights following invention disclosure, continuation of commercialization as well as general counselling on matters relating to intellectual property rights and technology transfer. Members of the AU Patent Committee are:

- Chairman Erik Østergaard Jensen, Department of Molecular Biology
- Hans Jørn Juhl, Department of Marketing and Statistics
- Mogens Kilian, Institute of Medical Microbiology and Immunology
- Christian Koch, Institute of Business

and Technology

- Arne Nylandsted Larsen, Department of Physics and Astronomy
- Hans Løkke, Department of Terrestrial Ecology
- Søren Kragh Moestrup, Institute of Medical Biochemistry
- Finn Skou Pedersen, Department of Molecular Biology
- Morten Dam Rasmussen, Department of Agricultural Engineering



PETER KRISTENSEN

DANISH-JAPANESE RESEARCH COLLABORATION YIELDS EXCITING NEW TECHNOLOGY

A research collaboration between Associate Professor Peter Kristensen, Department of Molecular Biology, Associate Professor Hiroshi Ueda, Department of Chemistry and Biotechnology, University of Tokyo, and Research Fellow Masayuki Kawakami, FUJIFILM Corporation, led to the development of a patent-pending technology that will potentially enable faster and more efficient production of novel binding molecules capable of specifically recognising the presence and amount of small analytes in complex solutions. The researchers have developed a method that combines the ability of phage display technology to select antibody fragments capable of specifically recognising other molecules with a screening method enabling rapid identification of antibody fragments

that, in addition to specific recognition, can be used in open sandwich immunoassays.

The scope of the application area for this technology is extensive, ranging from measuring small amounts of antibodies in the blood to the presence of pesticides in field samples. The researchers will continue to collaborate on further research while FUJIFILM Corporation's Life Science Laboratories will develop and commercialize the technology. As a result of the collaboration Aarhus University, the University of Tokyo and TODIA TLO Ltd., a technology licensing organisation under the auspices of the University of Tokyo, have entered into an exclusive agreement with FUJIFILM Corporation to commercialize and sub-license the invention.

INVENTION DISCLOSURES

What is an Invention Disclosure?

An Invention Disclosure is a description of your invention or development that is provided to the TTO. The Invention Disclosure should also list all sponsors of the research and should include any other information necessary to begin pursuing protection and commercialization activities. It is critical that you note the date of any upcoming publication or other public disclosures describing the invention. To initiate the process, mail the Invention Disclosure to our office. This document will be treated as confidential within Aarhus University. You will usually be contacted shortly after your submission of the Invention Disclosure with information on the evaluation process of your invention.

How do I know if my discovery is an invention? Should I be submitting an Invention Disclosure?

You are encouraged to submit an Invention Disclosure for all developments that you feel

may solve a significant problem and/or have significant value. If you are in doubt, contact the TTO to discuss the potential invention.

When should I complete an Invention Disclosure?

You should complete an Invention Disclosure whenever you feel you have discovered or developed something unique with possible commercial value. This should be done well before presenting the invention through publications, poster sessions, conferences, press release, abstracts, or other communications – Publicly disclosed inventions have a minimal potential for patent protection in most countries.

How do I submit an Invention Disclosure?

You can download a disclosure form and simple instructions from www.au.dk/invent. If you have any questions, call our office at +45 8942 6884 or e-mail us at pke@au.dk.

RESEARCH CONSIDERATIONS AND MATERIAL TRANSFER AGREEMENTS

Will I be able to publish the results of my research and still protect the commercial value of my intellectual property?

Yes, but since patent rights are affected by these activities, it is best to submit an Invention Disclosure form well before any public communication or disclosure of the invention.

Once publicly disclosed (published or presented in any form), an invention may have restricted or minimal potential for patent protection except in the United States. Be sure to inform your contact at the TTO of any imminent or prior presentation, lecture, poster, abstract, web site, description, research proposal submission, dissertation/thesis, publication, or other public presentation of the invention.

May I use material or intellectual property from others in my research?

Yes, but it is important to document carefully

the date and conditions of use so that we can determine if this use may influence the commercialization potential of your subsequent research results. If you wish to obtain materials from outside collaborators, an incoming Material Transfer Agreement (MTA) should be completed. For more information on MTA's please contact the TTO.

Will I be able to share material, research tools or intellectual property with others to further their research?

Yes. However, it is imperative to document items that are to be shared with others and the conditions of use. If you wish to send materials to an outside collaborator, an outgoing MTA should be completed for this purpose. It may also be necessary to have a Non-Disclosure Agreement completed to protect your research results or intellectual property. Please contact the TTO for more information.

What rights does a research sponsor have to any discoveries associated with my research?

The Collaboration Agreement should specify the rights of the sponsor regarding intellectual property. AU usually retains ownership of the patent rights and other intellectual property resulting from sponsored research. However the sponsor may have rights to obtain a license to the intellectual property arising from the research. Often sponsored research contracts allow the sponsor a limited time to negotiate a license for any patent or intellectual property rights developed as a result of the research. Even so, the sponsor will not have contractual rights to discoveries which are clearly outside of the scope of the research. Therefore, it is important to define the scope of work within a research agreement and the companies' "Field of use". For help to draft and negotiate sponsored research agreements please contact the TTO.

INDUSTRY AS THE NECESSARY INTERMEDIARY

How many cells are there normally in a liver or brain? And how many cells are thereafter the use of medication, the influence of a toxin or the onset of a specific disease such as cancer or Parkinson's disease? These are some of the questions that researchers, medical practitioners and the pharmaceutical industry would like to answer. However, the amount of data from digital images that needs to be analysed is massive and the work is time consuming and highly specialised. Now, with a new technology invented by Aarhus University researchers, things are about to get a whole lot easier. The technology has been licensed to the Danish company Visiopharm and will, together with the company's own improvements to software and machinery, significantly reduce the time spent analysing tissue samples. The result is "a technical quantum leap," says Visiopharm CEO Michael Grunkin. The patent pending technology known as the Proportionator works by a propriety method of selecting the areas of tissue samples with the statistically

greatest probability of containing interesting information. Depending on the specific task the efficiency is increased by a magnitude of 8 to 30. The technology was developed at the Stereology and Electron Microscopy Research Laboratory under the Clinical Institute by Professor Hans Jørgen Gundersen, Associate Professor Jens Nyengaard and then PhD student Jonathan Gardi.

"For us it's interesting to conduct science that can be published in the best scientific journals. The collaboration with Visiopharm further allows our research to be incorporated in their software platform to the benefit of scientific and technical development as well as clinical work around the world," says Jens Nyengaard, Aarhus University. "We are the necessary intermediary," says CEO Michael Grunkin and elaborates: "The researchers invent methods for which there is a very high demand. What we sell is basically the practical result of the knowledge generated by the researchers."



JENS NYENGAARD



JONATHAN GARDI

OWNERSHIP OF INTELLECTUAL PROPERTY

What is intellectual property?

Intellectual property is an invention and/or material that may be protected under the patent, trademark and/or copyright laws.

Who owns what I create?

Ownership depends on the employment status of the invention's creators. Considerations include:

- What is the source of the funds or resources used to produce the invention?
- What was the employment status of the creators at the time the intellectual property was made?
- What are the terms of any agreement related to the creation of the intellectual property?

According to the Act on inventions at public research institutions, any inventions made by an employee as part of his or her work at a university under the Danish Ministry of Research and Information Technology belongs to the institution. If in doubt, it is best to contact the TTO for advice.

Where can I find more information?

For more information please go to www.au.dk/invent

Should I list visiting scientists on my Invention Disclosure?

All contributors to the ideas leading to a discovery should be mentioned in your disclosure, even if they are not AU employees. The TTO will determine the rights of such persons and institutions. It is prudent to discuss with the TTO all working relationships (preferably before they begin) to understand the implications for any subsequent inventions.

Can a student contribute to an invention?

Yes, a student can even be the sole contributor or inventor. As a ground rule ownership to an invention (or ownership to an ideal share of an invention) made by a student lies with the student. Ownership may however lie elsewhere if the invention was created by a student in a capacity as an AU employee or if the rights to his or her inventions have been assigned as part of the conditions for joining a sponsored research project.

PATENTS

What is a patent?

A patent gives the holder the right to exclude others from making, using, selling, offering to sell, and importing any patented invention. Note, however, that a patent does not provide the holder any affirmative right to practise a technology, since it may fall under a broader patent owned by others; instead, your patent only excludes others from practising it. Patent claims are the legal definition of an invention's protectable invention.

What type of subject matter can be patented?

Patentable subject matter includes processes, machines, composition of matters, and methods.

Can someone patent naturally occurring substances?

Not in its natural state. However, a natural substance that has never before been isolated or known may be patentable in some

instances, but only in its isolated form (since the isolated form had never been known before). A variation of a naturally occurring substance may be patentable if an inventor is able to demonstrate substantial non-obvious modifications that offer significant advantages in using the variant.

What is the definition of an inventor on a patent and who determines this?

An inventor is a person who makes an original and substantive contribution to the conception of the ideas in the patent claims of a patent application. An employer or person who furnishes money to build or practice an invention is not an inventor, neither is a person who tests or reduces someone else's idea into practice. Inventorship may require an intricate legal determination by the patent attorney prosecuting the application.

Who is responsible for patenting?

The TTO contracts with outside patent attorneys

for patent prosecution and maintenance, thus assuring access to patent specialists in diverse technology areas. Inventors work with the patent attorneys in drafting the patent applications and responses to patent offices in countries where the patent is pending.

What is the patenting process?

Patent applications are generally drafted by an outside patent attorney. The patent attorney will ask you to review an application before it is filed and will also ask you questions about inventorship of the application claims. At the time an application is filed, the patent attorney will ask the inventor(s) to sign an Inventor's Declaration and an Assignment under which the inventor(s) assigns his or her rights in the patent to Aarhus University. This is part of normal patenting procedures, and your signing the document does not mean that you relinquish the right to potentially receive remuneration. A search report is sent from the patent office

14-16 months from the first filing. The search report lists all prior art documents found by the Examiner and includes them as copies. More often than not, the Examiner rejects the application because either certain formalities need to be cleared up, or the claims are not patentable over the "prior art" (anything that workers in the field have made or publicly disclosed in the past). The patent attorney files a written response by amending the claims and/or pointing out why the Examiner's position is incorrect. This procedure is referred to as patent prosecution and it may take more than one correspondence between the Examiner and the patent attorney. During the prosecution process, input from the inventor(s) is often needed to confirm the patent attorney's understanding of the technical aspects of the invention and/or prior art cited against the application.

Your application is published 18 months after the filing date. Your invention will appear in

databases accessible to other people and it will act as prior art against any future patent applications.

Is there such a thing as an international patent?

No, but an international agreement known as the Patent Cooperation Treaty (PCT) provides a streamlined filing procedure for most industrialized nations. A PCT application is generally filed one year after the corresponding first national patent application has been submitted. The PCT application must later be filed in the national patent office of any country in which the applicant wishes to seek patent protection, generally within 30 months of the earliest claimed filing date.

What is the timeline of the patenting process and resulting protection?

The average patent application is pending for about 4 years, though inventors in the biotech fields should plan on a longer waiting period. Once a patent is issued, it is enforceable for 20 years from the initial filing of the application that resulted in the patent, assuming

the patent office's mandated maintenance fees are paid.

Will Aarhus University initiate or continue patenting activity without an identified licensee?

Often Aarhus University accepts the risk of filing a patent application before a licensee has been identified. After the university's rights have been licensed to a licensee, the licensee generally assumes the patent expenses. At times the university must decline further patent prosecution after a reasonable period of attempting to identify a licensee.

Where can I get more information on patents and the patenting process?

You're welcome to contact the TTO staff if you have any questions regarding the patent protection of your invention. For general information see more at the web site for the European Patent Office www.epo.org or the Danish Patent and Trademark Office www.dkpto.org. The US has to some extent different rules for the patent prosecution, see more at www.uspto.org.



Jørgen Kjems

COLLABORATION KEY TO COMMERCIALIZING NEXT-GENERATION PERSONALIZED MEDICINE

Just as researchers from different institutions collaborate to generate new knowledge and drive research forward, so have the administrative offices servicing the researchers become used to working with other universities to commercialize the results of jointly made research. Similarly, more and more technologies are developed jointly by Aarhus University researchers and their colleagues in the private industry. Each year a dozen inventions made by Aarhus University staff through research collaborations are handled by the TTO.

One such collaboration has been the pioneering work done by Professor Jørgen Kjems at the Department of Molecular Biology and iNANO, Aarhus University and Professor Jesper Wengel, Department of Physics and Chemistry at the University of Southern

Denmark. They have worked in the rapidly growing field of personalized medicine to develop a novel technology based on gene therapy. "Rarely, there is one or two researchers behind a patent in this field. Today, almost all research is done in larger networks," says Professor Jørgen Kjems.

The technology was commercialized jointly by Aarhus University and Science Ventures Denmark, a wholly-owned subsidiary of the University of Southern Denmark and was sold to the Danish biotech company Santaris Pharma in 2007. Besides the potential revenue flowing back from the company if a drug is ever marketed, Professor Jørgen Kjems sees another benefit: "Santaris is paying for more research at the university, which enables us to keep developing the invention".

COMMERCIALIZATION

What are the typically steps in a commercialization process?

Usually a patent application is filed before any marketing of the technology takes place. Often a period of maturing or validating the invention will take place prior to or simultaneously with any marketing of the invention. Once a licensee is found, the TTO negotiates an agreement for the use of the invention and subsequently monitors the agreement on behalf of the university.

How does the TTO market my inventions?

The TTO uses many sources and strategies to identify potential licensees and market inventions. Sometimes existing relationships of the inventors, the TTO, and other researchers are useful in marketing an invention. Various types of market research can also assist in identifying prospective companies.

How can I assist in marketing my invention?

Your active involvement can significantly improve the chances of matching an invention to an outside company. Your research and consulting relationships are often helpful in both identifying potential licensees and technology champions within companies. Former students and colleagues are also a good source for leads. Once interested companies are identified, the inventor is the best person to describe the details of the invention and its technical advantages. The most successful technology transfer results are obtained when the inventor and the licensing professional work together as a team to market and promote use of the invention.

How long does it take to find a potential licensee and negotiate a license agreement?

It can take anywhere from a phone call to years to locate the right licensee. This usually depends on the attractiveness of the invention and the size and stage of development

of the market. Most inventions from Aarhus University tend to be in the early stages of development and thus often require further development and validation along with a substantial commercialization effort to licensees who understand the nature and risk of technologies from basic research institutions.

What is a license agreement?

A license is permission granted by the owner of intellectual property that allows another party to act under all or some of the owner's rights, usually under a written license agreement.

License agreements typically describe the rights and responsibilities related to the use and exploitation of intellectual property. License agreements from the university usually stipulate that the licensee must diligently seek to bring the university intellectual property into commercial use for the public good. The agreement also seeks to provide a reasonable return to Aarhus University.

What is a start-up and why choose to create one?

A start-up is a new business entity formed to commercialize one or more related intellectual properties. Forming a start-up business is an alternative to licensing the invention to an existing company. A few key factors when considering a start-up company are:

- Development risk. Large companies in established industries are often unwilling to take the risk on an unproven technology.
- Development costs versus investment return.
- Can the investors in the start-up obtain their needed rates of return
- Potential for multiple products or services from the same platform technology. Few companies survive on one product alone
- Sufficiently large competitive advantage and target market
- Potential revenues sufficient to sustain and grow a company.

Who decides whether to form a start-up?

The choice to establish a new company for commercializing intellectual property is a joint decision made by the TTO and the inventors. If a new business start-up is chosen as the preferred commercialization path, the TTO assists you and the other founders in meeting investors, consultants, and entrepreneurs to help you in founding the company. Though, you must always provide some sort of business plan for the start-up company. When the start-up is established the TTO will negotiate with a representative of the company to grant a license to the new company. It is wise for inventors to have agreements regarding their roles with the start-up reviewed by their own counsel to ensure that all personal ramifications — including taxation and liabilities — are clearly understood.

What can I expect to gain if my IP is licensed?

According to Aarhus University policy, a share of any surplus financial return from a license is provided to the inventor(s) and to the inventor's research group through the department. For more information, see [www..au.dk/invent](http://www.au.dk/invent).

In addition, inventors enjoy the satisfaction of knowing their inventions are being deployed for the benefit of the general public. New and enhanced relationships with businesses are another outcome that can augment one's teaching, research and consulting.

What is the relationship between an inventor and a licensee, and how much of my time will it require?

Most licensees need some active assistance by the inventor to facilitate the product development of their invention. This can range from infrequent, informal contacts to a more formal consulting relationship. Working with a new business start-up can require substantially more time, depending on your role in or with

the company and your continuing role within Aarhus University.

What revenues are generated for Aarhus University if commercialization is successful?

Most licenses have licensing fees that can be very modest (for start-ups or situations in which the value of the license is deemed to warrant a modest license fee) or can reach sums many times that. Royalties on the eventual sales of the licensed products can generate similar or greater revenues, although this usually takes years to occur. Equity, if included in a license, can yield similar returns, but only if a successful equity liquidation event (public equity offering or a sale of the company) occurs. Most licenses do not yield substantial revenues. A recent study of licenses at U.S. universities demonstrated that only 1% of all licenses yield more than 1 million dollars. However, the rewards of an invention reaching the market are often more significant than the financial considerations to the university alone.

What will happen to my invention if the start-up company or licensee is unsuccessful? Can the invention be licensed to another entity?

Licenses typically include performance milestones that, if unmet, can result in termination. This allows for subsequent licensing to another business. However, time delays and other considerations can hinder this re-licensing. If the TTO is unsuccessful at commercializing your invention, the rights associated with it will be offered to you and any other inventors or assignees in return for a fair remuneration, if the invention is ultimately commercialized.

REVENUE DISTRIBUTION

How are license revenues distributed?

The TTO is responsible for managing the expenses and revenues associated with technology agreements, e.g. license agreements. Per Aarhus University Policy, revenues from licences fees, royalties and equity – minus any un-reimbursed patenting and commercialization expenses – are shared with one third to the inventors, one third to the department where the inventor was employed at the time when the invention was reported and one third to the TTO. See “Rules and regulations for calculating remuneration in connection with commercial exploitation of inventions made, produced or developed during employment at Aarhus University”, which can be found at www.au.dk/en/67-01.htm.

When do I receive the revenues?

When the rights to an invention are assigned to Aarhus University for commercial exploitation subsequently results in net income, Aarhus University pays the inventor a reasonable remuneration as described above. However, a one-off payment of DKK 30,000 is made

to the inventor if a patent application is submitted as a PCT application or similar at the end of the priority year. This is because Aarhus University solely submits the PCT applications or similar when – based on a commercial assessment – the commercial exploitation of the invention is expected to produce a net income. This one-off payment is subsequently deducted from any later remuneration to the inventor.

What are the tax implications of any revenues I receive from Aarhus University?

License revenues, including one-off payments, to inventors are generally taxable and are reported as income. Consult a tax advisor for specific advice.

How are inventor revenues distributed if there are multiple inventors and/or multiple inventions in a licence?

The “inventor’s share” of royalties is divided among all inventors according to their intellectual contribution to the invention.

COMMERCIALIZING A DIAGNOSTIC TECHNOLOGY GAVE ADDED BENEFITS TO RESEARCHERS

Accurate and fast methods of diagnosis have a great importance in the treatment of cancer. Associate Professor Jørgen Koch has been researching novel methods for use in diagnosis for more than 20 years. In 2004 he started working with then PhD students Magnus Stougaard and Jakob Lohmann to develop this research into specific work methods and diagnostic technologies. "I think it is important that the science gets out there and is made useful," says Jørn Koch.

Today, doctors and medical staff have to examine thousands of cells at once if, for instance, they are looking for signs of cancer. The new method takes much smaller samples by rolling a RNA string around the cell and then scales the sample up to a size where it can be examined and changes can be spotted right away showing the results of chemotherapy after days instead of weeks or months.

In 2006, the spinout company In Situ RCP was formed by the inventors and NOVI Innovation to commercialise the technology. The fact that the university owns the intellectual property rights covering some of the technology has not been a problem for Jakob Lohmann. Inventors are always entitled to a share of the university's income. "You shouldn't be doing this for the money, but in order to learn something and get more focused in your work. Of course I dreamt about money

at first, but then you find out how much is needed for development by the investors to turn research into reality" says Jakob Lohmann and explains. "For me, the important thing has been to take part in board meetings and business negotiations in order to get an insight into a world that I knew nothing about. At the same time, it is amazing to see your research be put to use".



JAKOB LOHMANN



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