

The Evolution of University Technology Transfer towards Involvement with Industry: the Case of the Politecnico di Torino

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Abstract

The Italian university scene was strongly influenced by the advent of so-called “knowledge society” that has resulted in a substantial transformation of the main institutions of knowledge production, including universities, in terms of services to offer and functions to perform, in order to give concrete answers to the increasingly insistent demands from society: not only traditional education of young people and the production of knowledge, but also training for life-long learning, continuous training and upgrading, advice, assistance and technology transfer, new modes of knowledge production. Moreover, over the past three decades, university research activities have increasingly become organized around economic imperatives. Therefore, in this paper it is analyzed the case of the Politecnico di Torino and of I3P, the *Innovative Enterprise Incubator* of the Politecnico di Torino, in terms of connection with the economic environment, in the light of the idea that changes in technology have enhanced the connections between research universities and economic policies (Geiger 2006). I3P’s mission is to promote the creation of new science-based businesses with validated growth potential, either founded by university researchers or entrepreneurs from outside the university sphere. I3P provides open spaces and professional consulting services to start business as well as a network of entrepreneurs, managers and investors. Founded in 1999, I3P is located in Torino (Italy) and by now has launched 160 start-ups that have been able to exploit the results of research in different fields: from cleantech to medtech, from Information Technology to electronics, mechanical, energy, to other industrial. Its mission is to promote the creation of new science-oriented firms with high-growth potential. The activity of I3P follows the global strategies of the Piedmont region, in order to sustain research, technology innovation and new entrepreneurship. Specifically it aims to: provide consulting services during the enterprise creation process (these services are free of charge); manage a

network and a high profile marketplace involving entrepreneurs, managers and investors; provide a location for enterprises to create reciprocal synergies.

Keywords: third mission; economic development; technology transfer

Introduction

The Politecnico di Torino was first established in 1859 as the Technical School for Engineers. In 1906 the Regio Politecnico di Torino was founded in its current form. The Politecnico is globally ranked amongst the top 100 universities in Engineering (57th place in the Shanghai Jiao Tong University ranking). The mission of the university focuses on five points: training, research, technological transfer, services for the local area and finance. The Politecnico has a long tradition of collaboration with the industry (particularly, in the past, with FIAT), which helps their graduates find a job more quickly: 80% of graduates are employed within a year from graduation, compared to the 61% average for Italy.

Overview of the University

The Politecnico is governed by a Rector, the Academic Senate and the Board of Governors. The Rector acts as the Chairman of the Academic Senate and the Board of Governors. It has three Vice Rectors in charge of the Third Mission of the Politecnico:

- Vice-Rector for support and Initiatives in Social Integration and Rights of Disabled People;
- Vice-Rector for Special Projects and Professionalizing Education;
- Vice-Rector for Cultural Initiatives.

The Politecnico consists of four Schools of Engineering, two Schools of Architecture and the Graduate School, which was set up in 1998 to overlook all aspects of graduate studies. The 18 Departments of the Politecnico organise research in a wide range of scientific sectors. Teaching is organised in such a

way as to overcome departmental boundaries, allowing more flexibility. The Departments include:

- Control and Computer Engineering
- Electronics
- Electrical Engineering
- Energetics
- Aerospace Engineering
- Housing and City
- Physics
- Mathematics
- Mechanics
- Human Settlements Science and Technology
- Architectural and Industrial Design
- Building Engineering and Territorial Systems
- Materials Science and Chemical Engineering
- Production Systems and Business Economics
- Structural and Geotechnical Engineering
- Land, Environment and Geo-Engineering
- Inter-University Department for Territorial Studies and Planning
- Hydraulics, Transport and Civil Infrastructures

The Politecnico offers thus two main types of Interdepartmental Centres: those whose functions are crucial for the organisation of the whole university (Architecture Interdepartmental Teaching Services, Politecnico Library System, Centre for ICT Services and Centre for Distance Learning and Multimedia), and those relevant to the organisation of teaching and/or research in a specific geographical area or in one specific research field (Prototyping Centre and Politecnico Centre for Quality).

In 2010/2011, the Politecnico had 28,777 students (65% undergraduates and 35% graduates) and nearly 900 academic staff (32% Professors, 40% Assistant Professors and 28% Associate Professors). In 2010/11 it offered 53 educational programmes and 124 courses (2007/2008). Its budget for 2010 was 380 million euros, of which approximately 60% comes from partnerships with public and private institutions. Currently there are approximately 3,500 international students studying at the Politecnico and 3,100 internships are offered to the students. In addition, the Politecnico has nearly 350 international cooperation agreements.

The main research areas include industrial engineering, information technologies, civil/architectural engineering, environmental engineering, management engineering, architecture and industrial design. Research activities focus especially on ICT, sustainable energy, automotive, nanotechnology, aerospace and aeronautics, environment, and management.

Institutional Perspective to U3M

The most important channel of technology and knowledge transfer at the Politecnico (as in the other Italian universities) is private consultancy carried out by individual professors. The consultancy is usually carried out in one of the following three ways: (a) full time professors can act as private consultants, but can only engage with companies approved by the Politecnico; (b) companies pay the Politecnico, which retains 30% of the money and devolves the remaining 70% to the professor; (c) part-time professors, whose salaries approximately correspond to 30% of the full time professors', can work with companies on an unpaid agreement (there are some time limitations imposed, but no authorisation is needed). The number of part-time professors is therefore a good indicator of the level of these types of activities.

As for *institutional* activities, the most important 3M activities are in the field of technology transfer, among which can be quoted the following:

I3P Incubatore Imprese Innovative Politecnico di Torino, which will be described later.

The Cittadella Politecnica. The main project of the Cittadella Politecnica (Polytechnic City) endeavours to conceive a new role and a new strategy for the Politecnico on the regional territory and to provide spaces for productive and directional activities; at the same time, the project provides services for companies, universities and citizens, implemented by research and didactic activities. The main objectives include:

- becoming a top quality centre of research and education and encourage initiatives in favour of the social knowledge of science, technology and innovation;
- creating a systematic and structured offer of long-term education;
- giving space and encouraging multidisciplinary initiatives of education;
- creating a Torino Business School with the Athenaeums of Piedmont, the entrepreneurial associations, the Banking Foundations and the Region;
- offering integrated services.

The Cittadella Politecnica project is localised on the areas of the “Former Workshops Great Repairs” and owns 170,000sqm of space close to the main campus.

The Politecnico Business Research Centre. The centre, located in the Cittadella, offers modular spaces for offices, laboratories and factory facilities to create a common workspace to be shared with industries. It aims to develop permanent relations with companies which want to work with universities to foster innovation.

Istituto Superiore Mario Boella. The ISMB was founded in 2000 by the private - law foundation Compagnia di San Paolo and the Politecnico di Torino. Since 2001 several other corporations such as Motorola, SKF, STMicroelectronics and Telecom Italia Lab have joined the partnership. The activities of the Institute are carried out mainly with the financial support of Compagnia di San Paolo, the membership fee paid by the four ordinary partners, and additional contributions made by the Ministry of University Education and major public and private, national and European organizations.

The main activities and outcomes are: Technology transfer, joint applied research laboratories, spinoffs, programs on higher education, postgraduate and master programs, exchange of academics and human resources, creation of jobs. The main laboratories are: Antennas and Electromagnetic Compatibility, E-Security, Photonics, Materials and Microsystems, Galileo Satellite Navigation, Networking laboratory, Services and Applications laboratory, Radio Technologies for Multimedia Applications. In partnership with the Politecnico the ISMB runs higher education and postgraduate activities. At present the ISMB processes 20 national research projects, 40 projects in collaboration with industries and 20 projects financed by the European Union.

The ISMB was created for the purpose of allowing researchers from the Politecnico and industrial partners to meet and work together in order to enable industry to take advantage of research results cutting the costs and reducing the times of trials and adjustments. The ISMB employs directly or indirectly 250 researchers and has a budget of 12M€. The ISMB's president, who is a former Rector of the Politecnico is mainly responsible for establishing and taking care of the relationship to the member enterprises, the university, the ministries, the local authorities and other potential, non funding external stakeholders. The managing director is responsible for all issues related to the internal functioning of the Institute. In addition ISMB has a Board of Directors, which includes seven representatives of both the university and private entities.

The key success factors are:

- 1) The right combination of two main partners: the Compagnia San Paolo, an important foundation based in Turin with the mission of fostering regional development, and the Politecnico di Torino, a prestigious technological university with a strong scientific park.
- 2) The leadership of the former rector of the Politecnico is able to connect different elements in one big project.
- 3) The research approach is extremely cooperative with enterprises 114 and the flexible way of managing the ISMB.
- 4) The permanent financial support of the CSP (supporting the ISMB with 5M€ yearly).

The number of academics, laboratory technicians, Phd students and post-doc active in partnerships is around 500. There is a Technology Transfer Office, and there is a whole administrative department *SARTT – Support Area for Research and TT*. It involves the following activities: fund-raising (from EU, national and international sources); patent management; spin-offs; coordination activities and Innovation Front End (marketing included), promotion and dissemination. The staff, dedicated to 3M activities, can be estimated at 15 people. As for funds and revenues, the data is the following: in the three years 2009-2011, out of a total of 2376 reaearch and technology transfer projects, there were 1860 projects developed for *third parties* (i.e. firms, other public or private institutions) and 211 *regionally funded* projects. The implied funds were respectively € 62 millions and € 21 millions, out of a sum of € 127 millions, that is more that 2/3 of the overall budget of external funded projects.

Activities encompass mostly technology transfer and cooperative research, but there are some also life-long learning activities (Masters Programmes designed specifically for industry, courses and short courses). There are also activities referred to organisation of events open to the public, students teaching computer skills to the patients of trauma departments, etc. For the time being there is no structure for Social Engagement activities at the Politecnico.

University policy and strategy towards 3M activities

Third mission activities are encompassed in the multi-year planning (Strategic Plan) of the Politecnico. As previously stated, the reference is mainly (a) for technology transfer, (b) the attraction of industrial research (Cittadella Politecnica) and spin-offs (I3P Incubator). It has been emphasised the importance of policy cycles and learning from failures in the implementation of policy in regard to Third Mission projects. Sometimes wrong policies, or right policies introduced at the wrong time, can refrain an institution from considering different options and developing a better understanding of the issues related to Third Mission projects. It has been evinced that an initial amateur phase may facilitates later professional development.

The main issue remains the lack of human resources, along with the disproportion between the expectations of the decision-makers and the resources employed to achieve them. Currently, Third Mission activities comply with several internal regulations, for example the authorisation of full time professors, but in Politecnico there is quite a wider opening of the management towards the possibility to additional individual revenues coming from research and 3M activities. Through participating in 3M activities, in fact an academic can add up to the 100% to his own salary.

Policy makers need time to develop an understanding of Third Mission activities. It can be given the example of the 'fake incubator', meaning that no companies failed in it and therefore didn't virtually need the 'incubation' period. But if no companies fail it means that they are not innovative enough, which contradicts the purpose of an incubator. However, from a political and psychological perspective, the success of the incubator gave confidence to the decision-makers and made it easier to support those decisions, proving to be a positive experience for the development of TTO.

The national policy ambiguously promotes Third Mission. A first national push to Third Mission was introduced in 2001 by Berlusconi's government and a first intentional effort was the setting up of the Patent Commission, whose purpose was the evaluation of patents. In 2006 there was an initiative for setting up TTOs at Italian universities. On paper, the importance of Third Mission projects is emphasised at all government levels, including national, regional and local. But it has been highlighted that the expectations placed on universities in regard to their role in social and economic development are often almost unrealistic, especially at the local level. Contradiction raise often. E.g. an agency for evaluation of universities in Italy has been set up in 2010 and the first foreseen activity was the measurement of Third Mission activities. Unfortunately, no sings of Third Mission evaluation have been given so far. At regional level, on the contrary, quite a wide financial support has been given to some (especially technology transfer) 3M activities.

Characteristics of U3M Activities

The Politecnico is highly committed to Third Mission activities in its Strategic Plan 2007. The plan, in the Strategic Line 6 states: “Strong ties with institutions, enterprises and professions” reflects the national and international policy drivers of Third Mission projects: “Recent policy guidelines regarding development and innovation support, both on the national and international scale, emphasise the core role of academic institutions in local development processes. In particular, such guidelines affirm the need to define a model for involving universities in processes regarding the social, economic and cultural development of local systems, comprehensively structured to encompass the many and diverse occasions in which associations between the academic system, institutions, enterprises and professions translate into the transfer of knowledge, technology, values and behaviour and governance models.”

The Strategic Plan also states emphasises the Politecnico commitment to Third Mission and Technology Transfer: “Enhancements of the quantity and quality of the relations with local institutions, as well as with the entrepreneurial and professional world, standing recognition of its own infeasible decisional autonomy, is therefore one of the University’s principal strategic axes and may be structured in a number of major lines. For this purpose, the University intends to affirm its commitment in support of technology transfer, and in particular of the human resource aspect, encouraging researcher mobility between the academic institution and the entrepreneurial world, the creation of joint laboratories, the enhancement of existing public and private laboratories and the joint definition of learning paths of mutual interest. (...) The University proposes to support intense modes of technology transfer implementing, alongside the process of spatial proximity between universities and the entrepreneurial world, which is in progress within the Cittadella Politecnica, advanced form of proximity, based on the consistency of specialisations, lexical and cultural homogenisation, and on the shared definition of abstraction plans and of positioning inside the research stream.”

The Strategy identifies four actions in order to achieve the Strategic Line 6:

- promotion of cooperation between Politecnico and enterprises, also through spatial contiguity;
- definition of learning path in conjunction with the entrepreneurial, professional and institutional world;
- improvement of exchanges between the University and bridging institutions;
- protection and valorisation of intellectual property.

Another aspect related to Third Mission activities covered by the Strategic Plan is the “Creation of University spaces open to the local community”. This initiative is related to the Politecnico’s plan to take part in a new territorial strategy in order to enhance its role as main actor in the development and economic growth of the Region and to support technological innovation of production processes and the creation of new professional expertise. As for the structures, it have been already quoted the Technology Transfer Office and the STARRT Department.

I3P, the Innovative Enterprise Incubator of the Politecnico di Torino

I3P, the Innovative Enterprise Incubator of the Politecnico di Torino, is a non-profit joint-stock consortium (S.c.p.a.) constituted by the Politecnico di Torino, the Province of Torino, the Chamber of Commerce of Torino, Finpiemonte, Torino Wireless Foundation, and the City of Torino. I3P was established to promote and support the creation of hi-tech enterprises, building on the innovative potential developed in research institutions across the territory. More specifically, I3P:

- selects business ideas with a high potential for growth, offers assistance free of charge to aspiring entrepreneurs with knowledge-based business ideas, and supports start-up enterprises in the their first delicate years of life;
- offers investors on the lookout for innovative businesses with a rich, exclusive portfolio of opportunities, assisting them in their investment decisions while guaranteeing the confidentiality of negotiations;

- offers managers and professionals the opportunity to build contacts and work with businesses with attractive prospects for growth.

I3P's activities fall within the greater global framework of strategies for the Piedmont region, aimed at promoting research, technological innovation and new entrepreneurship. I3P today is Italy's leading university-based enterprise incubator, and one of the biggest in Europe. The goal of I3P is to promote the creation and growth of knowledge-based enterprises that can benefit from the Incubator's close ties to the Politecnico di Torino, and its capacity to catalyse, stimulate and drive cutting-edge business initiatives. The close relationship between the Politecnico and I3P is of great value to both parties. On the one hand, enterprises in the incubator can take advantage of the proximity of the technical university to access its knowledge base and research labs. On the other hand, I3P provides the Politecnico with business training courses and offers students and researchers a concrete opportunity to go into business, representing an important outlet for the direct transfer of technological innovation from the university lab to the production chain.

The objective is thus to encourage students, young graduates and staff at the Politecnico and other research centres in Piedmont, as well as other aspiring entrepreneurs who can benefit from the proximity of the university departments, to take on the business challenge and support them in the start-up of a new enterprise. The activities of I3P are aimed at:

- students, researchers and lecturers of the Politecnico di Torino and public research institutions;
- newly formed partnerships and companies in their first year of business life;
- companies interested in launching spin-offs;
- anyone who can benefit from the proximity of the technical university's labs;
- potential investors wishing to invest in high-potential businesses;
- managers and professionals interested in working with selected start-ups;

- other incubators, universities and research centres wishing to join I3P's network of services and contacts.

In 2014, I3P ranked fifth in Europe and fifteenth in the world ranking UBI (University Business Incubator), the Global Benchmark Report annual ranking of the best academic incubators. The ranking, realized by Sweden Ubi Index (University Business Incubator), considered 300 incubators in 67 countries, evaluating assessment, benchmarks index and performances.

I3P's mission is to promote the creation of new science-based businesses with validated growth potential, either founded by university researchers or entrepreneurs from outside the university sphere. It provides open spaces and professional consulting services to start a business as well as a network of entrepreneurs, managers and investors. I3P until now has launched 161 startups that have been able to exploit the results of research in different fields: from cleantech to medtech, from Information Technology to electronics, mechanical, energy, to other industrial sectors.

In 2011, I3P launched *TreataBit*, an incubator dedicated to consumers digital projects, such as portals, e-commerce, social networking sites, web and mobile applications. Since November 2011, *TreataBit* has supported 152 business ideas, 82 of them launched their product/service and 36 became startups. Every year I3P collects some 300 new business ideas, examines about 100 business plans in detail and digital projects, and accepts 15 new enterprises. Promoter of important initiatives for technology transfer, incubation and growth of enterprise, the activity of I3P follows the global strategies of Piedmont in order to sustain research, technology innovation and new entrepreneurship. Specifically it aims to:

- provide consulting services during the enterprise creation process (these services are free of charge);
- manage a network and a high profile marketplace involving entrepreneurs, managers and investors;
- provide a location for enterprises to create reciprocal synergies.

- I3P is open to students, researchers, Politecnico faculty members and members of other research bodies, enterprises which plan to create spin-offs for the exploitation of research results, and anyone else interested in the creation of a knowledge-based firm and which could benefit from being located at the Politecnico and Cittadella.

The companies located in I3P pay a monthly fee inclusive of all services (consulting, real estate, financial advisory, networking etc.). The fee is aligned to the market rate and it is increased with time according to the growth of the company. In some cases, I3P can ask for a percentage of the turnover in year 4 and 5 after the company leaves the incubator instead of the fee. In this way the incubator shares the risk with the company. The incubator offers the following services:

- tutoring on ideas and start-ups, and support in business plan development;
- technical, managerial, administrative, legal and intellectual property consultancy;
- team building;
- support in accessing public funding and R&D;
- special relationships with banks, helping to secure loans at preferential conditions;
- links with equity investors (business angels, firms, Venture Capital funds);
- networking with local enterprises and employers' associations.

Up to 2009, I3P created 336 hi-tech start-ups; its companies generated over 78 million aggregate revenues, employed 1,462 people and registered 134 patents. 80 out of 140 companies that went through the incubator survived in the world outside the incubator. The Politecnico is one of the recognised Italian Patent Information Points. In 2004, I3P won the 3rd Edition of the "Best Science-Based Incubator Award", in which more than 50 incubators participated.

One of the goals of I3P is to promote exchange and networks with institutions and businesses at the local level and, more broadly, at the national and international levels. This is why I3P is constantly committed to building synergies between hosted start-ups, encouraging contacts with the Politecnico's laboratories, and strengthening networks with local bodies, associations, and companies present on the territory. The aim of such networks is to:

- build partnerships;
- create opportunities;
- share experience;
- develop skills;
- do business;
- receive services.

Specially-designed spaces have been created to encourage networking, including meeting rooms, a refreshment area and the Agora, the fully-equipped function centre for hosting events. The Agora was designed as the heart and soul of the Incubator and the entire Cittadella Politecnica. It offers a showcase for the world to see, an open space in physical terms, but also a virtual forum at the disposal of the entire community.

Services

I3P offers aspiring entrepreneurs and investors a series of services specifically designed for their needs. For people with a business idea, I3P provides aspiring entrepreneurs with a complete service package, from the identification of a business model and the drawing up of a business plan, to advise and assist in the first three years of the start-up. I3P acts as a partner supporting the management team, with the aim of maximising business growth through tailored services provided directly or through accredited partners.

Preincubation involves the guidance and support of a business tutor, backed by a network of specialist consultants, for the development of technologically-

innovative business ideas. I3P provides aspiring entrepreneurs with the skills and know-how to transform their business ideas first into business plans, and then into active businesses with high-growth potential by providing them with a business tutor and training. Preincubation's objectives are:

- to select technologically-innovative business ideas with high potential for success;
- to assess the economic validity and technical feasibility of business ideas;
- to draw up a business plan outlining the actions, strategies and related information to meet business growth objectives;
- to ensure a suitable business team is put together;
- to provide necessary business training.

Preincubation takes place before the actual start-up of the business and generally lasts between 3 and 6 months, though being flexible, it may last longer. The preincubation programme is designed and tailored by the tutor to the skills and training needs of aspiring entrepreneurs. As a result, preincubation lasts the time required to effectively research and draw up a valid business plan. Tutoring is provided free of charge to aspiring entrepreneurs, as the consultancy service currently falls within the scope of the MIP – Starting an Own Business – Project of the Province of Turin. As a partner of the ATI Business Group managing the project, I3P is one of the many MIP Offices present on provincial territory.

The preincubation programme offers a broad range of benefits to the business team, thanks to the dual role of educator (how to draw up a business plan) and co-ordinator (calling in specialist consultants on request to lend a hand in certain business planning stages) played by the business tutor. More specifically, the business tutor: outlines a tailored preincubation programme enabling aspiring entrepreneurs to learn skills and approach; offers methodological support for business planning; provides links to experts and specialist consultants, as well as other businesses; guarantees feedback and analysis of results and problems encountered. In addition, I3P provides

business teams with furnished office space in which to hold meetings and see their tutors.

The offered services are:

a) preliminary appraisal of ideas:

- preliminary meeting, involving an introduction to I3P and a presentation of the business idea;
- analysis of the validity of the business idea, on the basis of two parameters:
 - technical parameters: the technological innovation content of the idea and its feasibility;
 - business parameters: the potential for business success and growth.

b) Business training: a pivotal part of all preincubation stages, and aims to:

- draw out business aptitude and encourage aspiring entrepreneurs to become entrepreneurs;
- make the business team more familiar with key business concepts and approaches;
- provide the skills and know-how needed to prepare a business plan, such as: identifying the benefits of the good/service provided, in relation to market needs and demand; assessing the potential market for the good/service and the competition; planning operations and financial aspects of the business.

Business ideas judged to have the greatest potential are given the opportunity of being assigned to a team of students as part of the Entrepreneurship and Business Planning Course run by the Politecnico di Torino.

c) Tutoring for the drawing up of a business plan: the business tutor assists the business team in fine-tuning all the aspects of analysis that go into drawing up a business plan. In particular, focus is placed on:

- analysing the general business context of reference;

- outlining the supply chain and identifying key player;
- analysing the competition and the market;
- outlining a marketing plan and the operating structure of the business;
- choosing a legal business form and governance structure;
- planning economic and financial aspects.

The business plan, together with an application form for entry into the incubation programme, is then submitted for approval by the Appraisal Committee. The Appraisal Committee consists of entrepreneurs, venture capitalists, professors and economists, who assess the economic and technical feasibility of the plan. Successful business plans are then earmarked for incubation. At this stage, the business tutor helps the new entrepreneur fine-tune practical aspects of the business, such as:

- finding sources of finance;
- appointing a full management team;
- finding solutions to any weakness highlighted by the Appraisal Committee.

For people with an idea about new media, I3P provides aspiring entrepreneurs with a business idea related to digital services (portals, e-commerce, social networking sites, web applications and mobile, etc.) with a process of quick and dynamic incubation designed to develop the service and launch it on the market. With the *TreataBit* project, I3P provides the startupper with co-working spaces and organizes training events and networking.

For Investors, I3P offers investors the opportunity to establish contacts with innovative enterprises with high growth potential from the very start of their business lives, supporting them both in initial contacts with the management team and in the subsequent negotiations. I3P also offers a wide-ranging portfolio of high-potential innovative businesses in which to invest. Specialist services tailored specifically to investors include:

- orientation services: aimed at selecting the enterprises that best reflect their investment needs;

- go-between services: aimed at facilitating the exchange of useful information, while guaranteeing full confidentiality.

To guarantee the innovative nature and quality of its projects, I3P conducts ongoing and effective initiatives aimed at drawing out new business ideas, in particular from university research labs, research centres and more generally from the local territory. More specifically, specialist I3P staff are involved in:

- monitoring research activities underway or brought to a close;
- identifying possible business applications for research findings (involving an initial assessment of business potential and technical feasibility);
- matching researchers and aspiring entrepreneurs to a suitable business tutor.

A series of services are made available to aspiring entrepreneurs to help turn their business ideas into valid business plans. These include:

- industrial analysis;
- market research;
- creation of the business team.

Finally, I3P offers qualified managers and professionals the opportunity to work with selected enterprises with high growth potential, assisting them in making first contact and promoting the positive contribution of their work to the growth potential of the business. For managers interested in working with young, knowledge-based start-ups, I3P proposes a variety of different partnership arrangements to enable experience and expertise acquired in other business realities to be put to fruit.

I3P Statistics (2013)

- 14 years of activity (since 1999)
- 156 innovative start-ups supported
- 84 start ups successfully out
- 35 start ups currently hosted

- 7 start ups that have been acquired
- 30 start ups that closed their business
- 14 business ideas in pre-incubazione
- over 1180* new job places created
- 74* start ups patents
- 54* M€ the total turnover of the start ups
- 2,2* M€ the seed investments done during the year by VC or BA
- 2052 business ideas evaluated
- 625 business ideas coached to the business plans
- I3P managed 14 editions of the “Start Cup Torino Piemonte” and “Galileo Ferraris” competition, the major business plan competition in Italy for innovative projects;
- I3P manages the didactical activities for “Entrepreneurship and Business Planning” courses at the Politecnico of Torino.

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