

circulation of private information among network members is effective, which enhances the climate of trust among the parties of negotiation.

*Office of Biotechnology Transfer (OBT)  
of Science Park Raf spa (SPR)*

Science Park Raf spa (SPR) is the limited company created by S. Raffaele Hospital Foundation to manage the science park hosted within S. Raffaele Hospital (SRH). The SRH area is located east of Milan town center and currently includes clinical departments, laboratories for basic research, as well as a medical school and university (hosted, but not belonging to SRH Foundation), and a small science park (SPR) that currently owns the Office for Biotechnology Transfer (OBT), a conference meeting center and ten private company labs. SRH is a private no-profit foundation with excellent research ratings in Molecular Biology and Genetics and good reputation for clinical trials and drug testing. Given the strong specialization of basic research held in parent organization, OBT is also highly focussed on Biotechnology, therefore technology transfer is strongly dependent on patent activities. According to the private nature of SRH, IPR over results of all internal research belongs to the institution, with the scientist having a contractual due for disclosure and being compensated with a share of the profit eventually generated.

*Disclosure mechanism.* Interviewed staff described disclosure of scientists to OBT as occurring spontaneously, the retention of information being considered negligible. This situation, that seems to be inconsistent with what reported in the previous cases, can be explained at least by two possible sets of reasons. First of all, there is certainly the effect of the scientific field of interest: because patent protection in Biotechnology tends to be ensured for basic discoveries, and because the file of a patent has been recently given increasing importance even in scientific curricula, misalignment of incentives has certainly a lower impact than in other scientific disciplines. Secondly, given the relatively small dimension of SRH and the narrow focus of its research,

especially with regard to previous cases, strong communication and direct personal relationship between members of internal research community may provide an effective mechanism of mutual control over undue dissemination of results. This seems further supported by the evidence that OBT personnel and directors of units use to have frequent meetings to discuss about progress of technology transfer projects which also involve informal communication about current research and possible future occasions of development. Overall, the small size of internal community, coupled with a co-located TTO and RI ownership of IPRs seems to create the conditions for a lower internal asymmetric information and lower occasions for opportunistic behavior of members, which gives support to hp. 3 of unbiased access to internal results (lower self-retention and lower adverse selection).

*Share of knowledge.* For what the process of opportunity recognition concerns, OBT organization systematically relies on competencies borrowed from research departments. After first disclosure and after prior art screening has been completed by the IP staff, researcher is asked to present the result of his/her job to an internal board that has to decide whether to patent and further support development or to quit and release IPRs. The board is composed by five permanent members: two people from the IP staff, the director of SRH, the director of clinical unit and the director of basic research department, each counting one vote in the final decision. As part of the presentation meeting, an invited member, who is selected on a case-by-case basis from research staff, is asked to provide a critical discussion to researcher's presentation, which increases information set of permanent members that have to achieve final decision. Moreover, given the small size of research community and the presence of top executives in the decision board, OBT seems to benefit a systematic share of private information on capabilities and commitment of internal staff in negotiations among the parties. The evidence supports the idea that OBT relies on effective management of existing knowledge to perform opportunity recognition task.