



Supporting world-class research translation in Australia

Introduction

turning research into action



MORGAN MCCULLOUGH

**National Sector Leader,
Education**

Never has there been such focus on, and recognition of, the critical role innovation plays in supporting the productivity and economic prosperity of the nation.

Research translation, the process of moving research and discovery into practical application and action, performs a major part of underpinning these important outcomes for Australia.

Research institutions and the Australian Government must consider practical actions and solutions so Australia grows its reputation as a world leader – not only through scientific discovery, but through the transformation of ideas into innovations and outcomes.

This report provides a clear set of principles that can be applied across all Australian research institutions, to meet the evolving and long-term needs of society and the economy. It includes a spotlight on the key issues for research organisations, with practical actions to move from the current approach towards a new and innovative research translation approach.



MICHELLE KING

**National Higher
Education Lead**



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Background: challenges facing research

The challenges and opportunities facing research are partly driven by the evolution of the golden age of higher education into a new era of adaptation.¹

The education sector is being confronted by six global drivers (now even more so following the global pandemic):



Technology



Demography



**Customer
age**



Environment



**Climate
change**



**Rebalancing of power
between the traditional
and emerging institutions**

These underlying drivers of change are also relevant to research institutions that are not education providers, such as private and publicly funded standalone establishments.

A key feature of this emerging era in higher education directly impacts the future of research translation and innovation, namely the redirection of reduced public funding and attention to more targeted recipients – research programs with a clearer return on investment.²

¹ Future of Higher Education in a Disruptive World, KPMG, 2020

² Future of Higher Education in a Disruptive World, KPMG, 2020

A new way of working together

Australia is often highly regarded for our quality of discovery and research, but we have room for improvement when it comes to turning scientific input into commercial outputs.³

The state of the policy environment, community expectations and economy, point to a clear and urgent imperative to reshape how Australia turns ideas into a better and more productive society.

Public policy is focused on industry collaboration and supports research that can make its way out of the lab to deliver impactful outcomes.

Governments and funding bodies at all levels are increasing their focus on translational research, commercialisation, and partnerships with industry to deliver enhanced outcomes and connect more effectively into private sector investment. Accordingly, Australian researchers, institutions, industry leaders and governments must look to new ways of collaborating to keep pace with a global environment competing for ideas, talent and funding.

Change is required within research institutions to solve not only the complex problems, but also to deliver the familiar, gradual innovations that accumulate over time to significant breakthroughs. Among this change, various models and approaches to research translation are being explored, evolved, and occasionally completely transformed by research institutions as they attempt to change traditional ways of working and introduce new approaches.

³ Global Innovation Index Report 2021, WIPO, 2021. Australia dropped from 23rd to 25th in the report, ranking 33 for output compared to a more impressive 15 for scientific input

Defining research translation

There have been many calls for clarity around the nature of research translation and its expected benefits and objectives.

We believe world-class research translation needs to be seen holistically as:

The development, validation, refinement, and implementation of ideas and findings into practical outcomes (improved products, systems or processes).

Commercialisation is not the whole picture

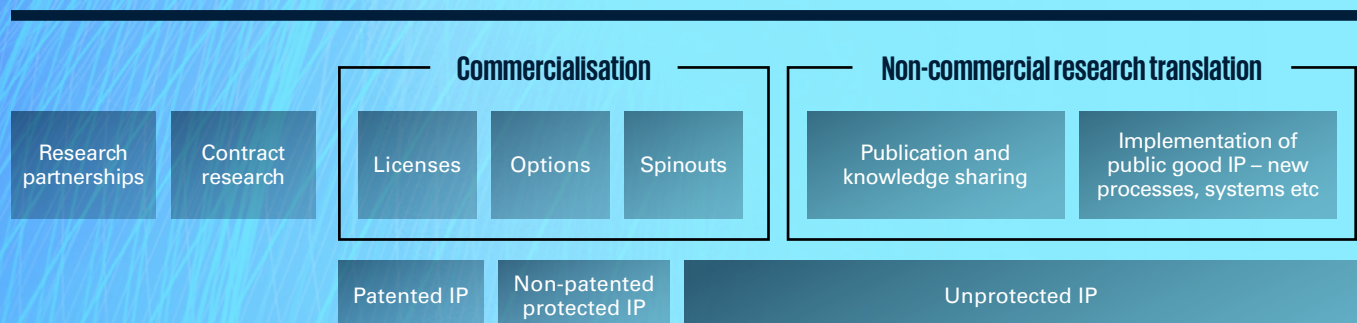
When assessing investment returns from world-class research translation, it's important to recognise that research commercialisation is one distinct and potential pathway of this process, but not always the primary focus of innovators and their supporting partners.

Commercialisation is generally seen as the 'productisation' of research intellectual property (IP), either by spinout or licensing agreement for example, for financial returns and other ancillary benefits. In contrast, many invention disclosures turn into IP with public value, offering benefits that are primarily non-financial, or may not have immediate commercial application. In fact, this distinction has often led to segregated translation pathways within research institutions and separate, sometimes competing priorities and internal processes.

Many pathways as part of the translation process

Our definition recognises the many different pathways available to achieve world-class research translation (presented in the schematic below), including through industry partnerships, contract research, patented IP, non-patented IP protections (such as copyright and trade secrets) and other specialised economic strategies, such as simply being first to market.

All these pathways rely on at least two critical concepts, a fit-for-purpose model, and the wholehearted embrace of research partnerships, including with industry, government and the community. Research partnerships are an integral related point of discussion that is critical to improving research translation in Australia. In this paper, the focus is on the various models supporting research translation.





World-class research translation

KPMG leveraged insights from a range of projects, case studies and industry consultations to inform our view of world-class research translation, together with the key measures and expected benefits.

This view is not only oriented around direct benefits but reflects the broad and systemic benefits individual research institutions and society can expect.

We hope this perspective will encourage research institutions to embed these world-class characteristics and key measures into their transformation journeys, and address current gaps across research translation models.

Note: *This summary is designed to scale appropriately across smaller and larger institutions by being relative to the size of the research pipeline.*

Characteristics and expected benefits of world-class research translation

When compared to groups with similar research pipelines, world-class research translation should deliver:

- greater research impact to the community
- efficient and extensive value-adding activities and behaviours that develop intellectual property (IP) faster and more effectively
- enhanced research knowledge transfer into teaching and education capabilities
- long-term financial sustainability, with equitable share of financial and non-financial returns to the inventor, university and translation support staff or other stakeholders to incentivise and fund future translation

- ethical, fair, transparent and inclusive translation project selection and development, including a process to uphold the professional standards and reputation of the research institution
- resilient, productive and strategic relationships within the research institution, externally with industry, and policymakers to secure a strong and widely accepted reputation for world-class translation
- market-driven insights and knowledge transfer from industry back into the research institution to increase business acumen and highlight future opportunities
- leading research talent attraction from a robust and supportive research translation environment, leveraging competitive advantages and aligning to strategic priorities
- a critical role in the economic growth of Australia and the Asia-Pacific region.

These characteristics and measures of success should create cycles of benefits for the research institutions and communities involved. This includes many indirect reputational and financial outcomes, including:

- improved grant funding success rates
- higher reputation driving talent attraction and increased philanthropic investment
- increased industry investment in collaborative research activities
- increased student numbers
- economies of scale
- more organic opportunities for relationship development.

Measuring the expected benefits

The below examples highlight many successive measures reflecting the outcomes of research and development (R&D) activities that realise over long timeframes. For this reason, it is important to develop mature approaches to analysing progress against these measures and forming holistic views of performance, including gathering input from stakeholder feedback and qualitative data.

Impact Intensity

- ✓ Ratio of invention disclosures to research projects.
- ✓ Conversion rates of disclosures into deals.
- ✓ Number of IP released each year into the market / community.
- ✓ Numbers of inactive, declined or cancelled translation projects.
- ✓ Number of translation projects per researcher full-time equivalent (FTE).
- ✓ FTE ratio of translation support staff to researchers.
- ✓ Stakeholder engagement survey scores on 'value-adding'.

Financial Sustainability

- ✓ Income from various research translation streams (spinouts, licenses, contracts, partnerships etc).
- ✓ Indirect income attributable to translation outcomes (industry investment, philanthropic investment, grants, students etc).
- ✓ Ratio of total translation income to translation support costs.
- ✓ Total income per translation support staff FTE.

Reputational

- ✓ Outcomes relative to peers in international rankings of research translation and innovations (distinct from research alone where possible).
- ✓ Impact outcomes as assessed through national review activity, including those led by Australian funding bodies.
- ✓ Outcomes from peers in a national survey on research translation impressions and attitudes.

Economic Contribution

- ✓ Local jobs created in spinouts or as a result of IP (e.g. additional factory workers producing new products).
- ✓ Foreign Direct Investment attracted for IP.
- ✓ Estimated annual impact on gross domestic product (GDP).

Capability

- ✓ Satisfaction and self-assessed capability in staff surveys on research translation, partnering and working collaboratively with translation support staff.
- ✓ Satisfaction and capability scores for research staff as assessed by translation support staff.
- ✓ Researcher job satisfaction and retention rates.

Stakeholder Engagement

- ✓ Net promotor score (NPS) from industry partners.
- ✓ Number of new opportunity leads registered.
- ✓ Ratio of active industry relationships to research projects.
- ✓ Proportion of research projects that are inter-disciplinary.
- ✓ Stakeholder engagement score on 'relationship development'.

The current continuum of models

An effective research translation model needs to be adaptable across three main areas: changes in policy priorities, the evolution of the institution, and the diversity and comparative strengths of the research led within the organisation.

There are a variety of models used by research institutions to translate discoveries into real-world outcomes, each with varying levels of success, enablers, and barriers. Some of these models are used because they suit the size and nature of the research institution's pipeline and ecosystem, but in many cases they are not fit-for-purpose, and difficult to scale.

In our experience, many research institutions – including standalone dedicated research institutions and large mature universities – have systems based on historical structures and fluid, sometimes loosely documented decision-making principles. However, the recent imperative to turn knowledge into products, processes and systems has driven a rethink of models and a high degree of experimentation.

Below is an outline of the current approach allowing organisations to assess their maturity as a launching pad to adopt a more effective and appropriate model into the future.

Through our recent experience and case studies of leading global innovators, we have noted key characteristics and variability in types of translation models:

- Models range from small and relatively unstructured, to large, specialised departments and interconnected networks of business units, faculties and institutes.
- Often these models accompany the scale and nature of the research pipeline for a given research institution.
- Contradictions and peculiarities are common in the way many models operationalise research translation – including some very large institutions with unclear translation models, through to institutions with a complex collection of siloed capability and divergent processes.

In the case of most large institutions, pockets of activity will include many or all of these elements at departmental, faculty or institute levels.

LESS STRUCTURED

→ WORLD-CLASS AND HIGHLY STRUCTURED



Researcher-led and unstructured

Fluid or undefined processes

Little, untargeted support

Funded from direct grants



Broad and untargeted support

Average research pipelines but relative immature translation systems

Flexible and often unclear processes

Researcher-led

Broad, untargeted support

Funded from mostly direct grants and a small central operating budget



Centralised

Large pipelines and mature, albeit centralised translation systems and capability

Clear, sometimes rigid, centrally determined processes

Researcher-initiated and centrally case managed

Support is broad and untargeted, or small value and targeted, depending on costs and risk appetite

Funded from a combination of grants and a moderate central operating budget



Centralised and value-adding

Large pipelines and mature, albeit centralised translation systems and capability

Clear, consultative processes with multiple pathways

Centrally case managed with some proactive engagement

A combination of broad and additional targeted support

Funded from grants, partnerships and a large and diversified central budget including dedicated translation funding



Interconnected, enabling, and entrepreneurial

Very large and sustainable research pipeline

Large central staffing and embedded 'frontline' support staff

Clear, strategically aligned and jointly agreed pathways for most IP journeys

Researchers upskilled/enabled to co-drive process

High levels of tailored and targeted support

Informed by global emerging and better practice

Funded from rich ecosystem of private equity, grants, industry partnerships and large, diversified central and departmental budgets and funds



Challenging the current landscape

To better understand the current continuum of models and where opportunities for improvement lie, the sector and governments need to pose some challenging questions about what research translation models should look like.

These questions are a good starting point for consideration:

- ✓ **Is the organisation aligned on its research strategy** and clear about the key fields of research and comparative research strengths relative to others?
- ✓ **Is the organisation aligned on its translation strategy** and clear about the sectors, industry partners and core capabilities it should prioritise to generate world-class research translation outcomes?
- ✓ **Does the institution have the right partners, funding and investment models** in place to effectively scale up their research translation and commercialisation efforts?
- ✓ **Does scale generate organic ways of working or require formal delivery models**, e.g. would an institution with a large research pipeline need a large, centralised Technology Transfer Office or would its sheer size act as an anchor/gravitational pull for industry partners to collocate and engage, attract more innovative researchers and generate a vibrant organic ecosystem?
- ✓ **Would a small pipeline need a flexible model** that can best support with case-by-case inventions, or would it require even more laser-like focus and specialist contractors on-call to make the most of every potential IP asset?
- ✓ **Do the governing structures and processes of an institution foster collaboration** and shared goals among all major stakeholders including researchers, research institution leadership, industry partners, market leaders and the translation support staff involved?
- ✓ **What are the benefits and barriers of independent boards** to forge new and dynamic ways of working and innovation, and are they too detached from the research community and research institution's strategic direction?
- ✓ **Does the institution have the right data** being captured and analysed properly to reach clear insights on the performance of research translation across and within research translation operations?
- ✓ **Are mature systems and enabling technology consistently in place** across research institutions and government to support developing partnerships, IP development, market insight gathering and performance measurement? Are there lessons and potential systems in the private sector that could be leveraged?
- ✓ **Is the translation researcher-led or specialised work?** Do researchers need to lead translation at the grassroots with greater commercial acumen, or is it the role of specialised teams to direct and support researchers as the subject matter expert (SME)?
- ✓ **What capability uplift offerings are in place to support researchers build their skills?** What support mechanisms are in place to support world-class researchers in their research translation activities?
- ✓ **Are processes for selecting and supporting research IP appropriately informed, transparent and fair?**

Case studies

Imperial College of London (Imperial)

Imperial is a leader in the generation of commercialisation funding and supporting researchers in the early development of research. Imperial Enterprise, Imperial College's commercialisation function, has established an ecosystem that supports the entrepreneurial activities of innovators through utilising established investment and academic networks.

Its research translation and commercialisation model has the following features:

- ✓ An Investor Forum which brings researchers and investors together to share ideas and forge strategic relationships on a more regular basis to bring investors 'into the tent' of research translation projects and day-to-day activities.
- ✓ A dedicated member organisation (Imperial Investor Network), regular pitch events and marketing initiatives (Imperial.tech) to boost exposure for inventors to seek funds from the investment community.
- ✓ Two dedicated pathways for translation, including a founder driven pathway to allow individual inventors to spin out their research with a greater risk/reward share.
- ✓ Embedded translation support staff in each Faculty and Institute rather than solely in central functions.

University of California San Francisco (UCSF)

UCSF has delivered world-class research translation outcomes by leveraging the benefits of specialisation and its comparative advantages. It has achieved this by aligning its research direction very closely to their deep capability and experience in Medical Science and Technology.

Its research translation and commercialisation model has the following features:

- ✓ A Medical Science specialisation to create a gravitation pull for investors and industry partners from related sectors. This creates an organic ecosystem of talent, advice, funding and partnerships that surrounds the institution.
- ✓ A mature internal structure involving three clearly defined teams (technology transfer, research partnerships, and entrepreneurialism) and four translation stage-gate committees (each with their own specialist teams).
- ✓ Embedded external advisors through a partnership with investment firm Blackstone to determine fit-for-purpose commercialisation approaches on a case-by-case basis.
- ✓ A clear menu of support options involving two pathways – one with basic support for more experienced inventors and mature IP; and one with extensive wraparound support for new inventors.

Characteristics and opportunities under the different models

Existing models supporting research translation face many challenges and opportunities – these can be refined to enhance translation activities regardless of current maturity.

The table below summarises the various models across the maturity continuum and the considerations and opportunities for each model to improve performance. These opportunities range from quick wins by being more transparent with selection criteria and key performance indicators (KPIs), to more significant challenges of cultural change and relationship development.

Translation Approach	Internal Engagement & Development	Research Partnerships	Funding and IP management	Governance and Risk Management	Performance and Reporting
<i>A system and strategy for assessing ideas and collaborating with researchers and industry to find a viable pathway for development.</i>	<i>Building and managing relationships with researchers, faculty administration, and the executive by translation staff.</i>	<i>Developing and leveraging external partners from industry, government and other research institutions to maximise research translation opportunities.</i>	<i>Determining the scale and purpose of funding sources for various translation stages (discovery, pre-seed, seed etc) and the management of IP protection costs (e.g. patenting).</i>	<i>A reporting and decision-making structure with key representative to assess risks, manage disputes and provide direction-setting leadership.</i>	<i>A specific performance management framework to support research translation including pipeline size, throughput, success rates and benefits realisation.</i>
Researcher-led and unstructured					
<p>Researchers disclose ideas for consideration and assessed at a point in time based on unclear criteria.</p> <p>Opportunity: even with few decisions to make each year, criteria and processes should be clear but remain flexible.</p>	<p>Informal mentoring and engagement on a circumstantial basis.</p> <p>Opportunity: support forums and communities to create opportunities for collaboration.</p>	<p>Individual researchers or institution leaders develop relationships with industry partners.</p> <p>Opportunity: provide all staff with a baseline level of understanding about other projects/ capability in the team.</p>	<p>Researchers fund IP development out of grant funding or unstructured, small funding pools.</p> <p>Opportunity: embrace more efficient non-patent IP protection strategies including simply being first to market, or using copyright</p>	<p>Central committees handle approvals and senior leaders set policy. Some clear processes.</p> <p>Opportunity: align the decision-making and strategy setting bodies, including engaging researchers to co-design policy.</p>	<p>Researchers advocate for outcomes independently.</p> <p>Opportunity: provide central forums to spotlight success.</p>

Translation Approach	Internal Engagement & Development	Research Partnerships	Funding and IP management	Governance and Risk Management	Performance and Reporting
Broad and untargeted					
<p>Each business unit adopts its own local approach and criteria for translation.</p> <p>Opportunity: link array of approaches to an agreed set of fundamental principles.</p>	<p>Providing a point of contact for projects offering a standard set of services and high level attention.</p> <p>Opportunity: co-design clear expectations and service offerings, including direction to specialised services.</p>	<p>Some business units forge more strategic partnerships and the research institution as a whole develops one or two core relationships.</p> <p>Opportunity: ensure common language and approaches are used in line with research institution strategy. About other projects/capability in the team.</p>	<p>One or two central funds provide some basic and broad support, with late stage funding (pre-seed, seed etc.) requiring case-by-case approval.</p> <p>Opportunity: consider clear criteria for targeted support and pathways for researchers to assume more risk/reward in funding later stages.</p>	<p>A clear set of processes, often rigid, involving various decision-makers and committees and some formal program for review and engagement with staff.</p> <p>Opportunity: ensure clear processes have input and social licence from staff, and then hold individuals to account for abrogating process.</p>	<p>Senior leaders endeavour to showcase good performance with less emphasis on highlighting areas for improvement.</p> <p>Opportunity: develop rigour in assessing performance, including sharing lessons learnt from outcomes less than world-class.</p>
Centralised					
<p>All ideas for research translation projects are assessed centrally with unclear and/or narrow criteria.</p> <p>Opportunity: ensure clear criteria and pathways to return IP to local teams/individuals.</p>	<p>Effective but largely one way engagement with contact at defined stage gates.</p> <p>Opportunity: check-in regularly outside of project milestones and engage before ideas reach maturity or set triggers such as invention disclosures.</p>	<p>Central translation support staff partner with researchers to act as a central point of contact for industry, but local teams sometimes cultivate independently.</p> <p>Opportunity: message and incentivise key central priorities out into business units.</p>	<p>A central set of funding and a small set of clear pathways to translate (including public good and non-patented approaches).</p> <p>Opportunity: develop internal skills in costly external advice for IP management including patent law.</p>	<p>A clear and jointly defined governance framework with fair representation across levels and staff functions.</p> <p>Opportunity: increase flexibility for certain decisions without reducing buy-in or clarity.</p>	<p>A central team in charge of performance reporting across other functions such as finance are made responsible for translation reporting.</p> <p>Opportunity: develop specific research translation reporting and benefits realisation acumen.</p>
Centralised and value-adding					
<p>Central teams engage outward and bring industry partners and business acumen to the service offered to researchers.</p> <p>Opportunity: proactively upskill researchers during projects to foster entrepreneurialism.</p>	<p>Collaborative engagement in the IP development stage, but some closed door approaches to commercial late-stage negotiations, and low transfer of skills back to researchers.</p> <p>Opportunity: adopt partnering approaches to all project stages, upskilling researchers to better participate and drive activity.</p>	<p>A specific partnerships team engages as a consistent face to the market, working closely with researchers.</p> <p>Opportunity: involve researchers and business unit leaders directly in all external engagements, delivering a joint value proposition to potential partners.</p>	<p>A mix of central and business unit funds across the spectrum of translation, but typically still lacking in late-stage funding.</p> <p>Opportunity: consider raising donations and private funding in advance specifically for research translation at later stages, and ensure no overlap with funds.</p>	<p>A clear and jointly defined governance framework with fair and independent composition with appropriate flexibility and mature dispute resolution.</p> <p>Opportunity: ensure enterprise-wide strategy is aligned to the governance framework and risk appetite.</p>	<p>A central team responsible for translation also performs its own reporting.</p> <p>Opportunity: install systems and processes to audit self-reporting of performance and ensure no internal bias.</p>

Translation Approach	Internal Engagement & Development	Research Partnerships	Funding and IP management	Governance and Risk Management	Performance and Reporting
Interconnected, enabling and entrepreneurial					
<p>A vibrant ecosystem of central and local teams leveraging their comparative strengths for each project.</p> <p>Opportunity: provide pathways for safe-to-fail experimentation and rapid responses to policy and funding direction changes.</p>	<p>A seamless community of researchers and translation support staff engaging openly and effectively throughout the entire process.</p> <p>Opportunity: ensure enough structures and processes are in place to support this culture despite turnover or renewal of key individuals.</p>	<p>A mix of central and localised partnership specialists collaborate to engage industry in a hybrid approach.</p> <p>Opportunity: encourage a strong network of partnerships by individuals and teams, with a central structure to support and coordinate mature initiatives.</p>	<p>A robust set of funding sources catering for all stages in the pathway.</p> <p>Opportunity: consider the development of sophisticated funds or IP development programs (noting some key cautionary tales) and develop asset management capability.</p>	<p>A mature framework similar to Centralised and value-adding models, but with a clear focus and reporting to reduce conflicts, disputes and lengthy decisions.</p> <p>Opportunity: contribute to a national industry framework, role-modelling behaviours and systems.</p>	<p>A central translation team reports on outcomes transparently and regularly.</p> <p>Opportunity: leverage technology and data analytics to share regular, consistent and reliable insights.</p>



A new research translation continuum

Taking the best elements from the opportunities and characteristics of current models yields a new continuum of research translation models.

While research institutions' drive for excellence is a key asset in the race to innovate, maximising the benefits of Australian research to society will involve a variety of models and maturity levels.

Translation models across the maturity spectrum can meet the short- and long-term needs of individual research institutions, rather than all innovators aiming towards large scale, complex approaches. Moreover, in order to accommodate the natural growth of institutions and the need to adapt to the pace of change, we have proposed a continuum of models to suit a variety of institutions and avoid the pitfalls of static, point-in-time models that lock research institutions into one long-term translation system.



Principles and opportunities to enhance research translation

With a newly revitalised national conversation about the importance of research translation in Australia, it's time to take the necessary steps to improve our country's performance.

The focus of our efforts should span the collective actions and policy changes we can make in the research community to bring consistency and best practice to the sector, as well as the individual obligation for each institution to assess its approach and, where appropriate, evolve it into a more mature model. Below are five critical steps institutions can take to move towards a world-class research translation model and effectively manage the transition from current to future state.

1. Current state and gap analysis

This should include analyses such as benchmarking against similar universities with equal or better translation outcomes, and strategic reviews of all elements of your current model including governance, technology, people, processes, systems, and reporting.

Following a detailed assessment of current strengths and opportunities for development, a desired future state should be outlined, and a gap analysis prepared. This should identify key focus areas such as strategy, specialist capability, broad business or translation acumen across researchers and support staff, funding, governance, technology/systems, and facilities (e.g. if small scale testing, collaboration and/or manufacturing space is required). Ultimately, the needs and priorities of the market, industry partners and the community more broadly, need to be understood and should play a central role in determining the translation approach of an institution.

2. Future state design, including overarching strategy

Design a clear path from one phase to another so future systems are flexible and can remain fit-for-purpose as the research capability of the institution expands. A focus on the development of emerging and strategic partnerships and researcher acumen will help, particularly in early stages without the funds or scale for dedicated specialists. It will also mean the model can scale effectively as specialists and researchers begin to collaborate more closely on projects and industry partnership development, as the research pipeline expands.

3. Consider stakeholder and partnership landscape

Many of the changes required to reach a more effective model for translating research may involve significant adjustments to current ways of working, behaviours, and experiences for researchers. As with all change, it's important to bring your people on the journey – the benefits accruing to researchers should be clear, transparent and consistently messaged. Some of these benefits include more time to focus on research when the structures and support are in place to make translation easier and more effective. For researchers with a hands-on interest in research translation, having more mature support structures can provide more effective specialist advice, more opportunities for collaboration and clearer pathways for researcher-led projects.

4. A change management plan

This is critical to ensure all stakeholders are aligned, invested in the success of the change, and appropriately consulted.

The significant changes proposed by some of these future approaches provide an opportunity to fully engage the research community and partners of each institution to bring them along the change journey – including making transparency, equity and strategic alignment front and centre. This could include limiting the impacts felt on current projects on a case-by-case basis in recognition of investments that are already underway, or by prioritising national, industry-wide approaches to translation.

5. Consider the importance of developing successful research partnerships

This is a critical factor that requires deeper exploration, and we hope to contribute more to the discussion soon. If research translation in Australia is to grow and thrive, partnering within organisations, and across organisational boundaries must be more effective. Collaborative partnerships to identify, shape the response to, and deliver translation impacts from research activities is essential. These partnerships should include all industry sectors, government, and local, national and global communities to accelerate innovation and support societal gain.

How we can help

KPMG has a distinct approach to how we support research strategy, delivery and translation within education and research institutions, to aid in the development of world-class research environments. We deliver outcomes across strategic and priority focus areas and support the development of local and global partnerships, and the translation of research outcomes for tangible value and impact.

Our capabilities support the:

- ✓ review and analysis of research strategies and performance
- ✓ attraction and retention of talent
- ✓ development of collaborative research cultures
- ✓ identification and pursuit of supporting assets and infrastructure at scale
- ✓ enablement of research activities through efficient and effective service model design and technology systems
- ✓ ability for organisations to tell their unique story and promote the breadth and depth of their research impact to a broad range of audiences.

Authors bios



BRANDON ARCHBELL

Brandon is the Queensland Education sector lead with deep expertise across the sector, including a focus on higher education. He has a passion for improving the performance and outcomes delivered by institutions, industry and government. He partners with clients to undertake holistic reviews, develop innovative strategies, transform their organisations and realise benefits through the implementation of change.

Brandon Archbell Director, Policy, Economics and Public Impact

T: +61 7 3233 9375

E: barchbell1@kpmg.com.au



DR IXCHEL BRENNAN

Ixchel leads work with clients across the education sector, and has extensive experience in academia and professional management roles within universities. In particular, she has supported clients in the delivery of impactful outcomes that align with government objectives and generate lasting value, including through the development of whole-of-institutional strategies and initiatives to advance research and development, innovation, and engagement agendas.

Dr Ixchel Brennan Associate Director, Policy, Economics and Public Impact

T: +61 3 9838 4708

E: ibrennan@kpmg.com.au

[KPMG.com.au](https://www.kpmg.com.au)

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