

Wealth Creation at the University / Industry Interface

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Computer Laboratory

Computer Lab:

An academic department which encompasses Computer Science, along with many aspects of Engineering, Technology, and Mathematics.

It consists of 35 full-time academic staff, 25 support staff, 35 post-doctoral research workers and 155 PhD students.

Computer Lab and alumni have created 140+ companies

Computer Lab Industry Club

Computer Lab Alumni Association (CL Ring)

The University

- Role
- Funding
 - Peer review
- People
 - Incentives / Motivation / Pay
 - Teaching / Admin / Performance Measurement
 - Flexibility

Wealth Creation

- University
- Large Company
- Small Company (SME)
- Start-up / Spin-out
- Cambridge Big Successes
 - ARM, Virata, Autonomy, TTP.COM, CSR
- Intermediate Organisations
 - CCL, TTP, Olivetti Research Lab (AT&T Labs Cambridge)

A Framework for Spin-outs

- Fiscal Context
- History / Location / Model
- The Team
- The Spin-out
- IPR
- Capital / VCs
- Corporate Investors
- Shareholdings
- CEO / VP Marketing
- The Deal
- Building Value
- Exits

Issues

- IPR valuation
- Secondment
- Ordinary shares
- Capital
- VCs
- Investment Agreement
- Board of Directors
- Growth
- Public Markets
- Letting go / Losing shirt

Cambridge Cluster in Practice

- Human Capital
 - Role Models, Dynasties
- The Process
 - Government, Angels, VCs, Corporate Investors
- Professional services
- Quantity, Quality, Flexibility
 - Rewards, Respect, Secondments, Range, Incentives, Licencing, Spin-outs

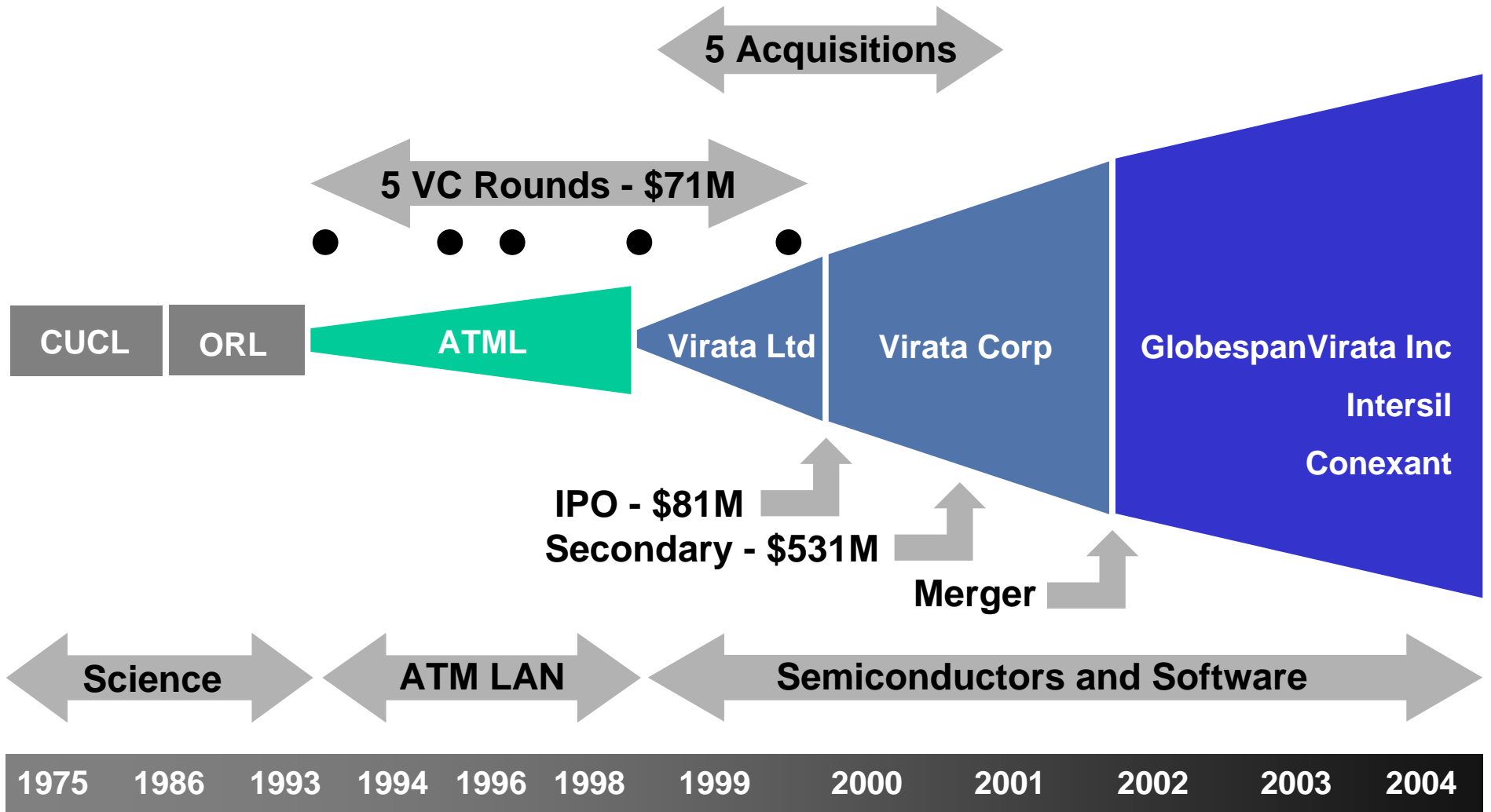
Challenges

- Funding Gap
- Institution Gap
- Obstacles / Barriers
- Constraints
- Sustainability

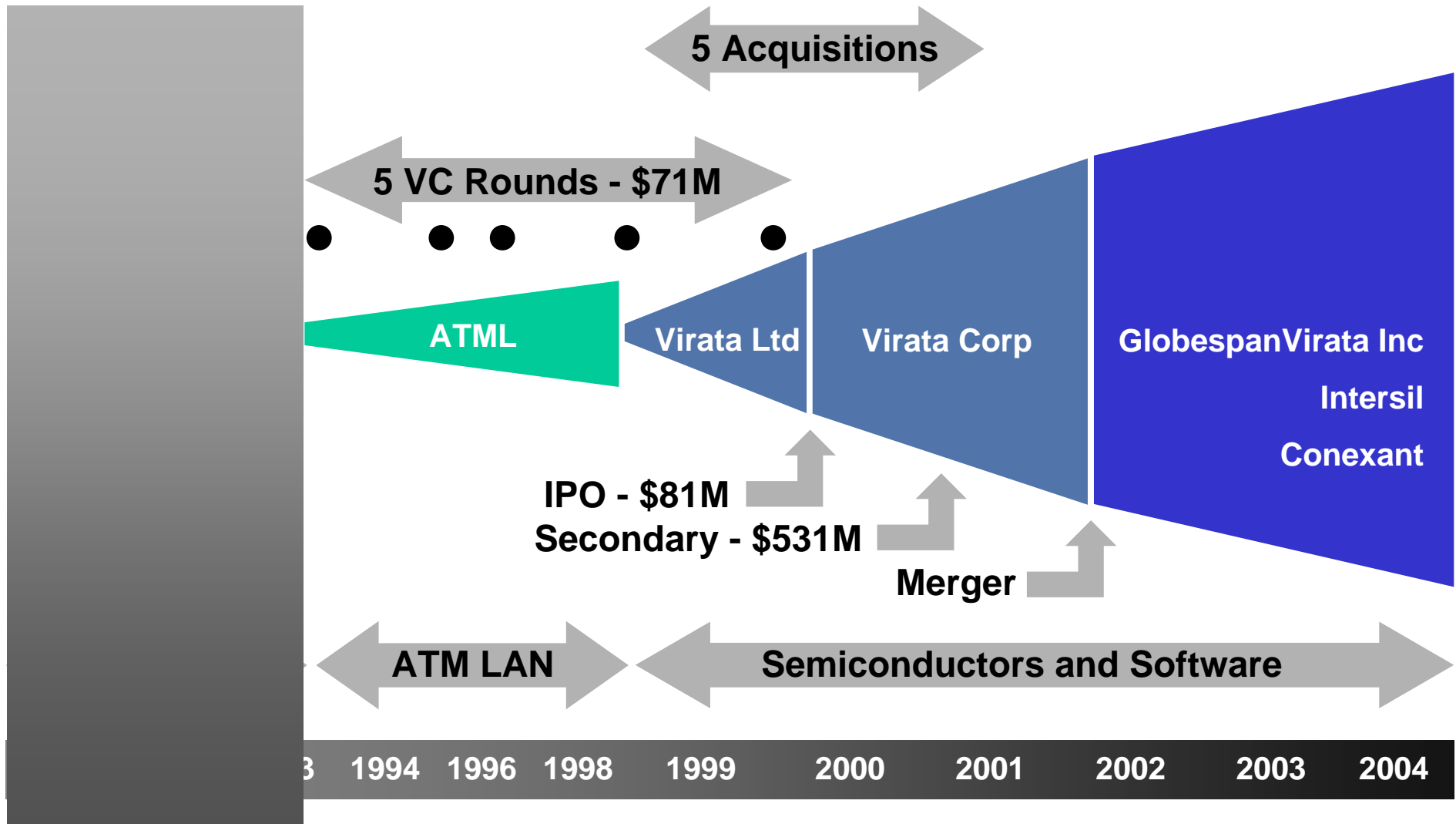
My Examples

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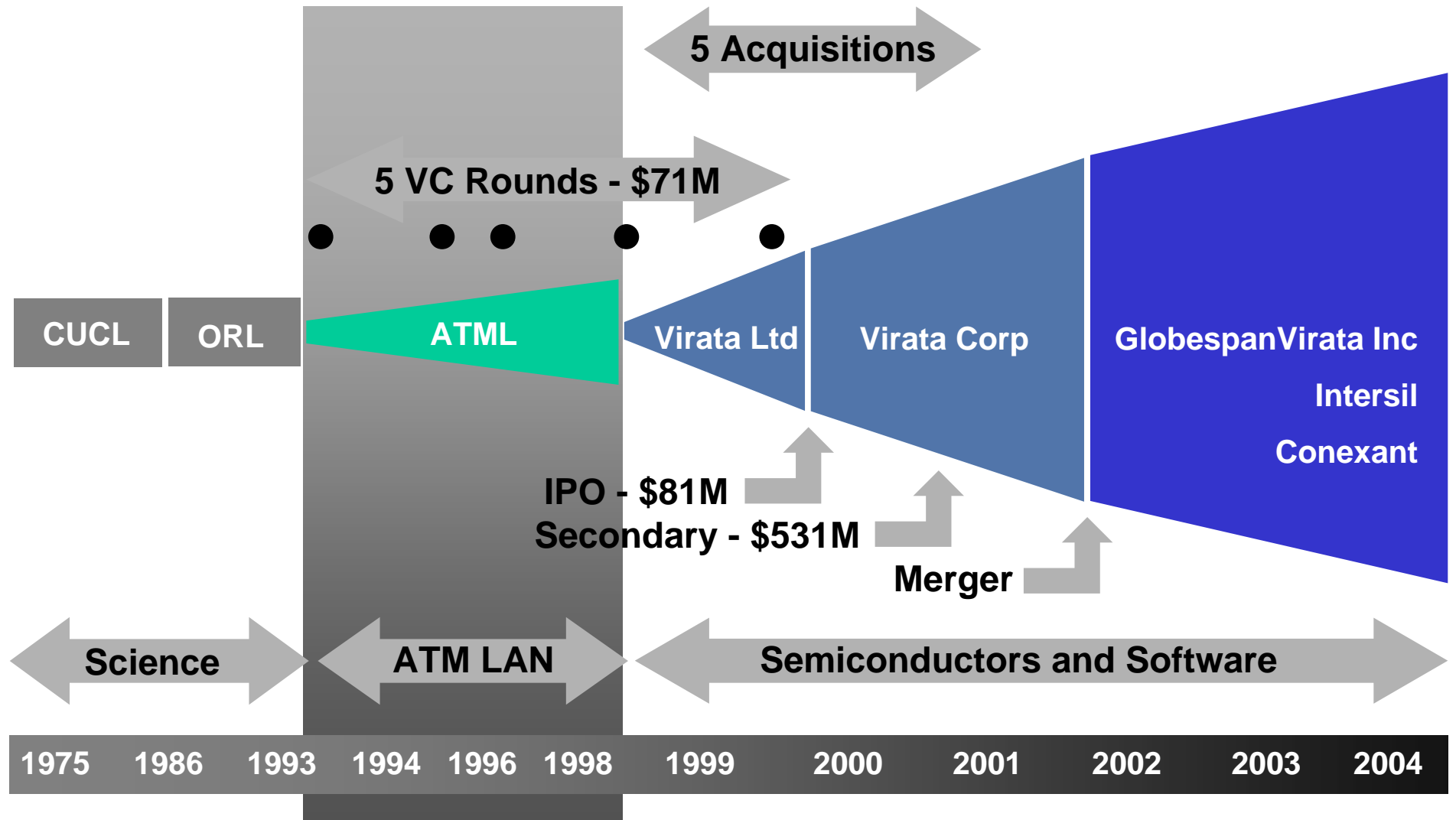
Evolution of Virata



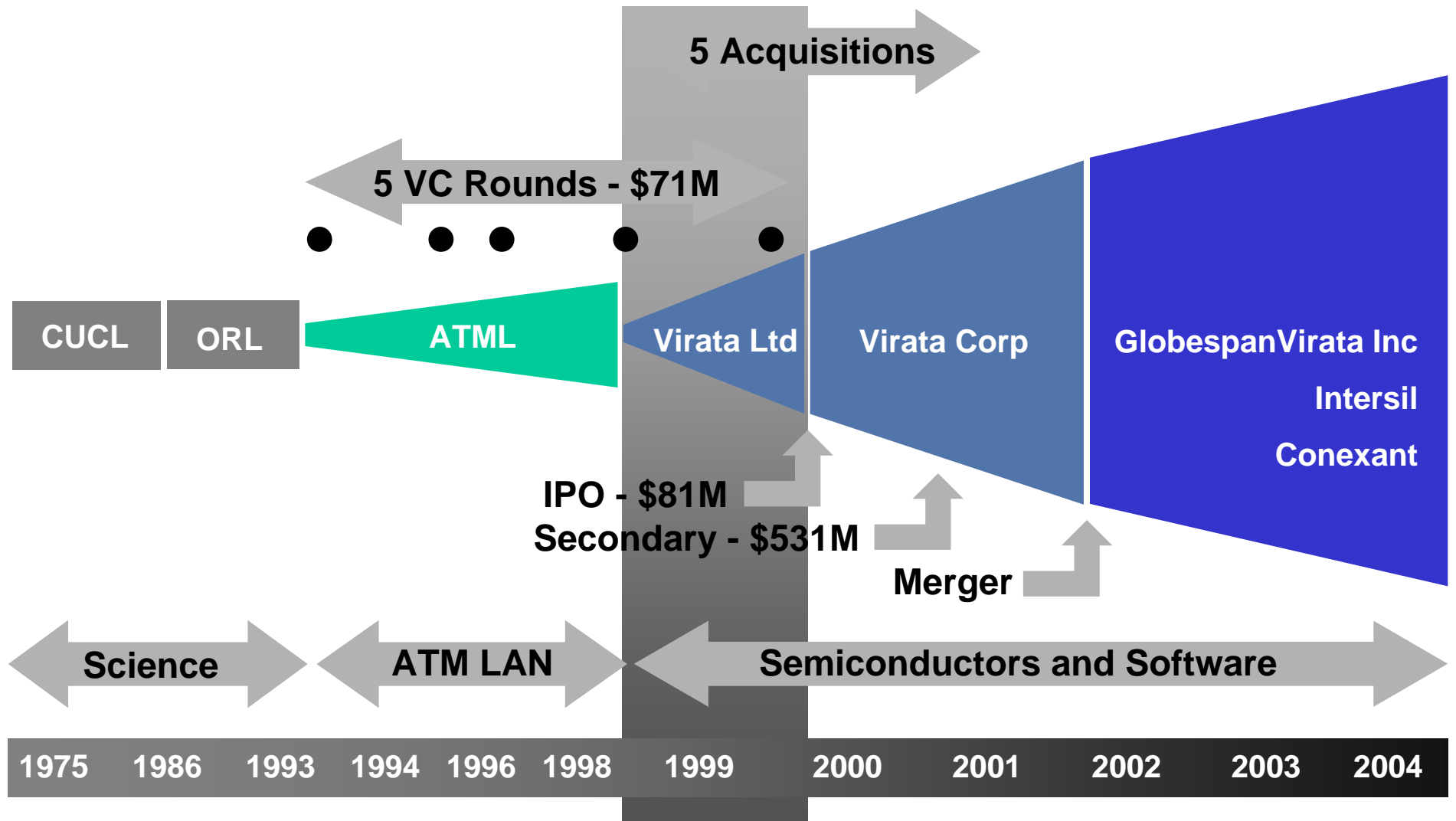
The Science and Technology Years



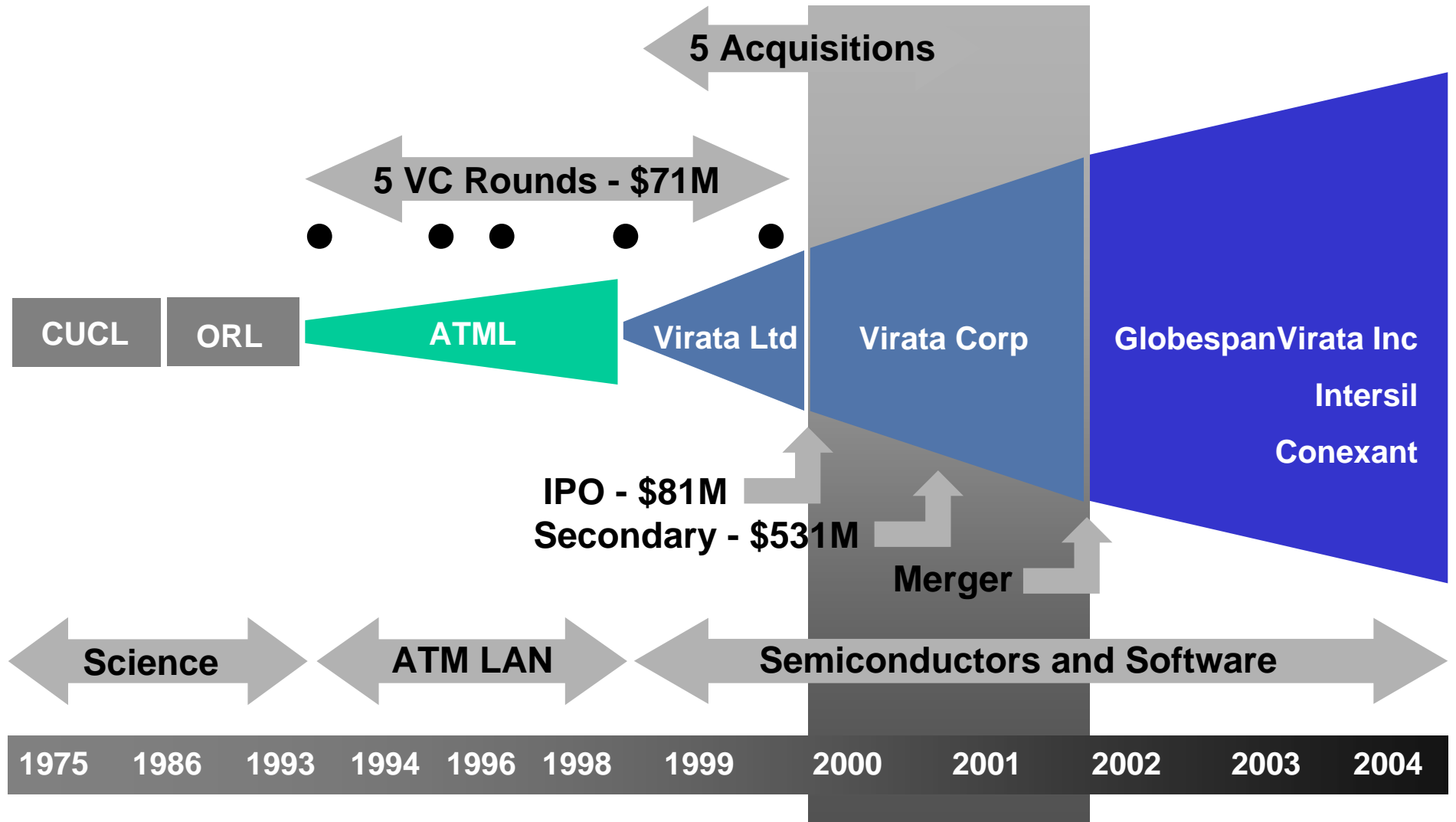
The ATM LAN Years



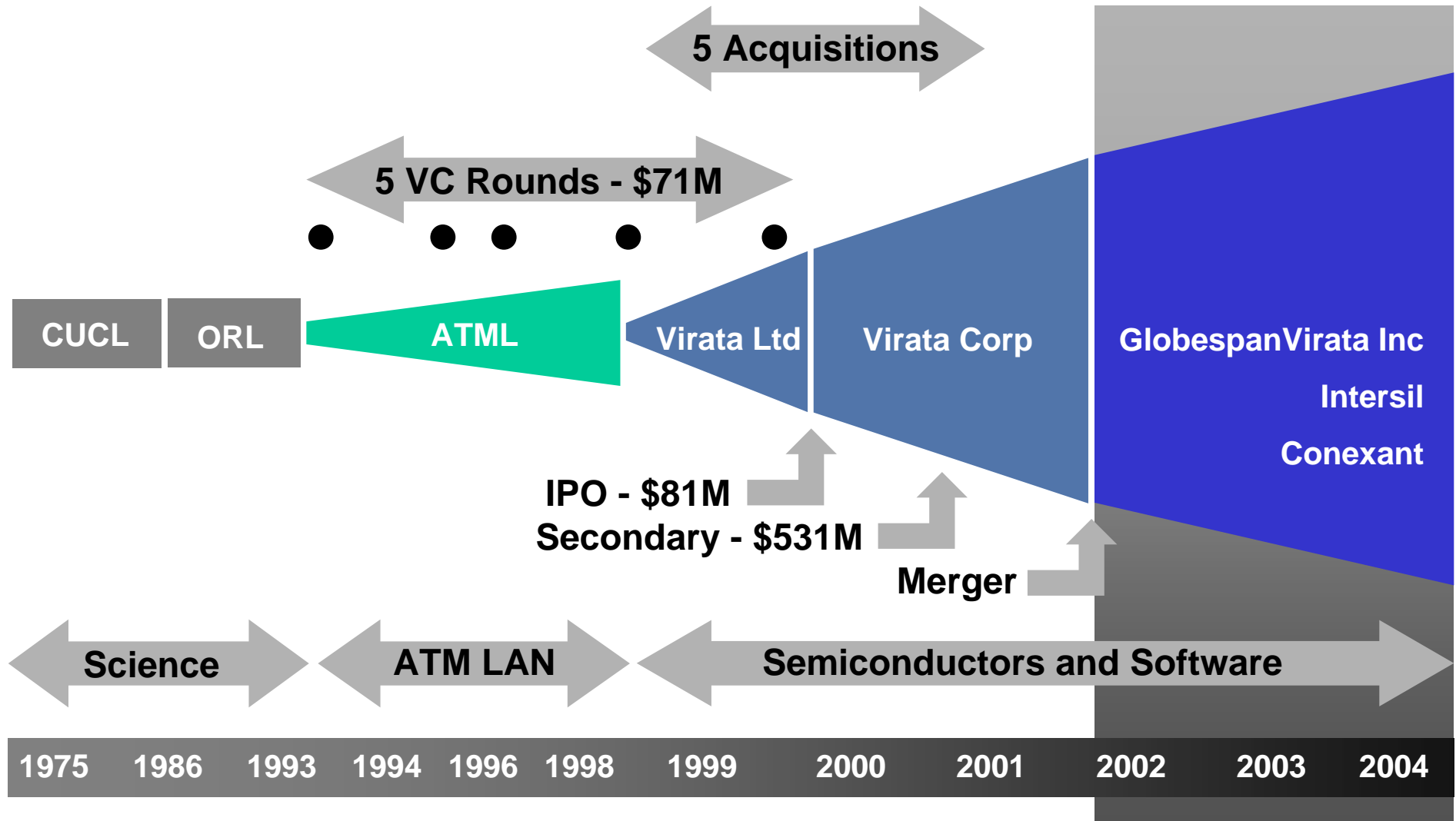
New Direction: DSL Chips



The Meteor Years



Industry Consolidation



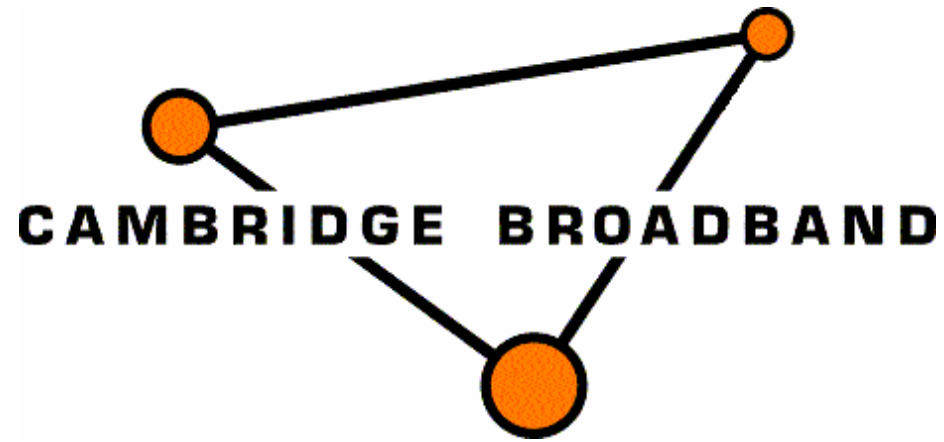
What Was It?

- 40% of world's DSL connections
- 1-5 \$Bn Valuation
- 20+ years from university research to public company
- 7 financing rounds - \$682 Million capital raised
- 6 years from formation to IPO
- 5 acquisitions
- 4 Sales VPs
- 3 CEOs
- 2 different businesses
- 1 merger



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Fixed Wireless Backhaul

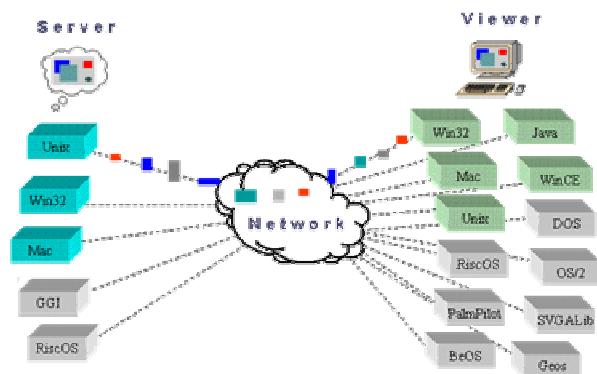


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REAL VNC

Universal Remote Control



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Ethernet Everywhere



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The Smart Space company

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Welcome

Welcome to **Adventiq**, the home of high performance KVM-over-IP silicon solutions.



My Ecosystem

