Welcome to the Interactive Workshop on

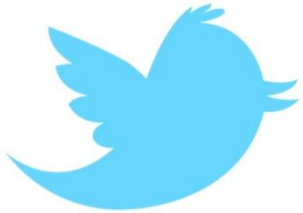
Entrepreneurship and Innovation for PhDs and Post-Docs

14, 18, 21, & 25 May, 2021

AESIS

NETWORK FOR
ADVANCING & EVALUATING THE SOCIETAL IMPACT OF SCIENCE

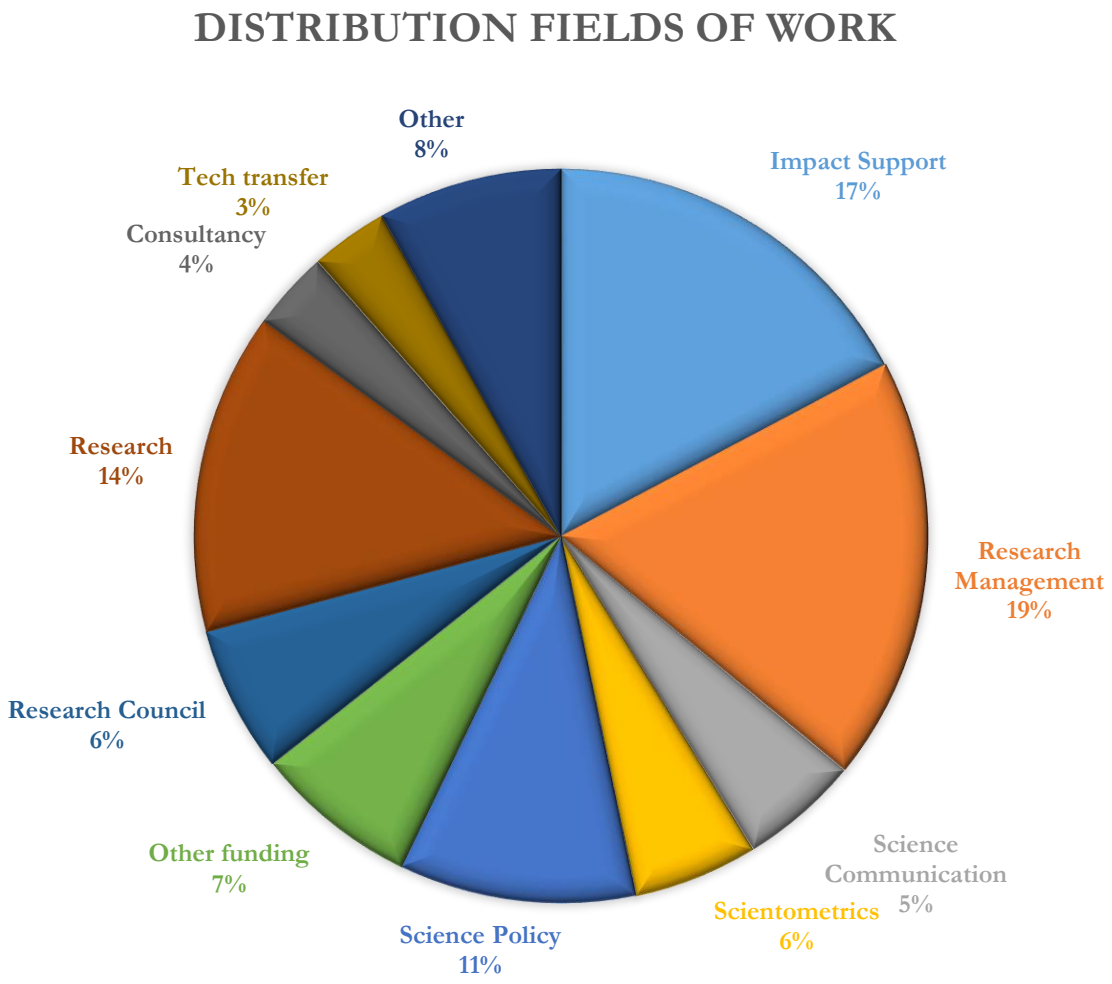
DAY 1



#ENTRINNO21
@AESISNET

OVERVIEW OF AESIS

AESIS was founded in 2015 with the aim of creating an international, open community for various types of professionals working on stimulating and demonstrating the impact of science on economy, culture and well-being.



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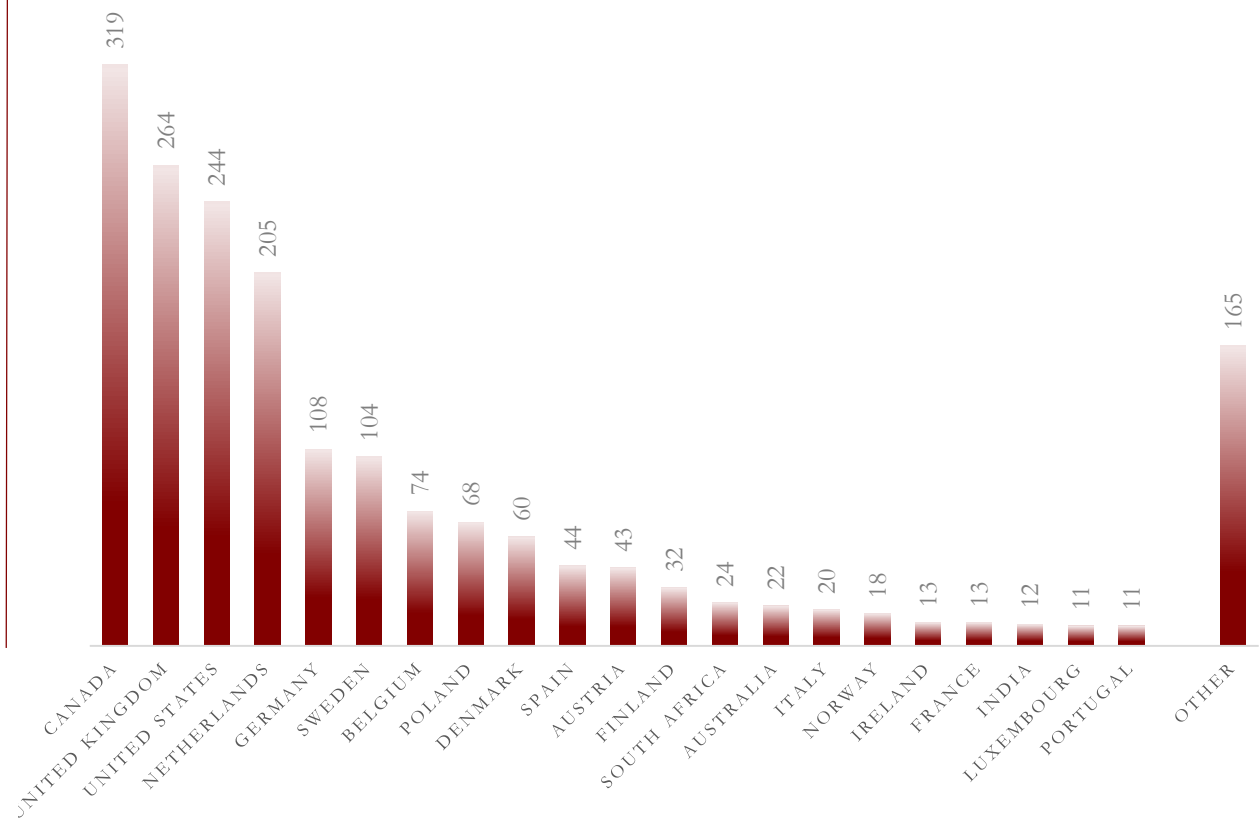
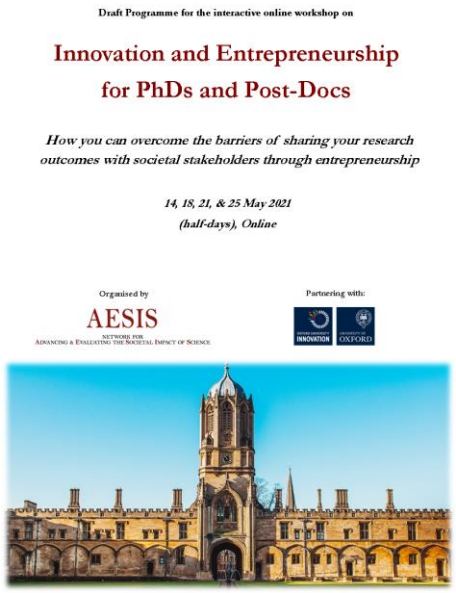
GEOGRAPHICAL DISTRIBUTION



OVERVIEW OF THE Workshop



Draft Programme for the interactive online workshop on

Innovation and Entrepreneurship
for PhDs and Post-Docs

How you can overcome the barriers of sharing your research outcomes with societal stakeholders through entrepreneurship

14, 18, 21, & 25 May 2021
(half-days), Online

Organised by
AESIS
NETWORK FOR ADVANCING & EVALUATING THE SOCIETAL IMPACT OF SCIENCE

Partnering with:
OXFORD INNOVATION | UNIVERSITY OF OXFORD

Friday 14th May – Entrepreneurship in Academia & Commercialising Research

Albert Ko, Oliver Cox & Mark Mann

Tuesday 18th May – Stakeholder Engagement

Neil Fleming & Gwendoline Knybuhler

Friday 21st May – Bringing your Expertise to the Market/ Skills & Support

Charlotta Nordenberg and Kathryn Penaluna

Tuesday 25th May – Navigating Innovation & Entrepreneurship challenges & Participant presentations

Amy Kao, Tinashae Chadauka, tbd

Albert Ko

Co-Founder of INSIGHT Robotics & Director of Lingnan Entrepreneurship Initiative, Hong Kong

Humanitarian Technology Inclusive Entrepreneurship

Designing for the invisiblecommunities

Dr. Albert Ko

BSc, MSc, Mphil, PhD, MHKIE, MIEEE

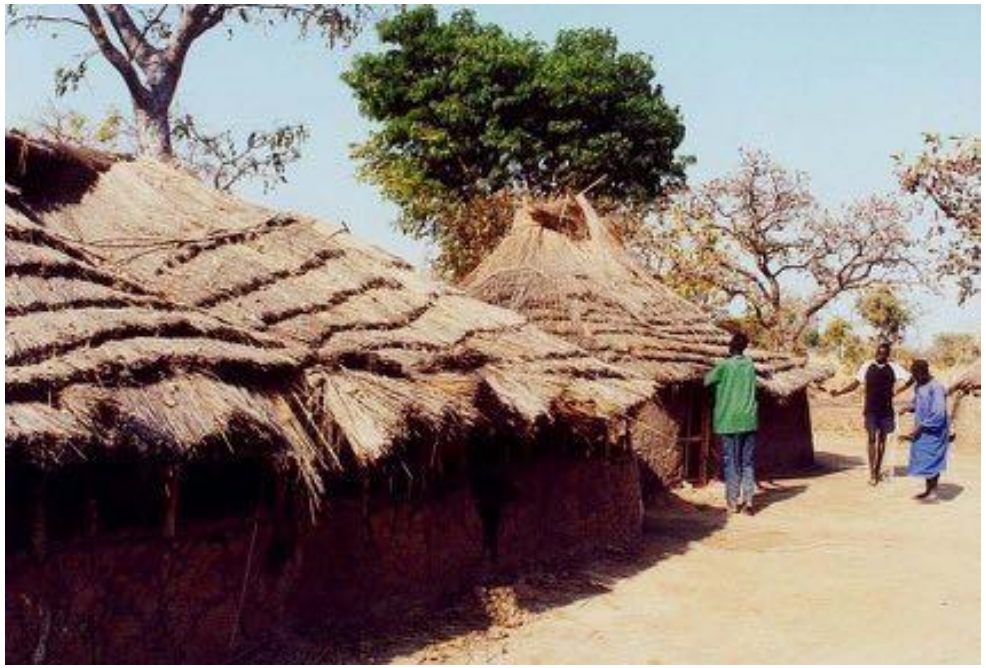
Director of Lingnan Entrepreneurship Initiative

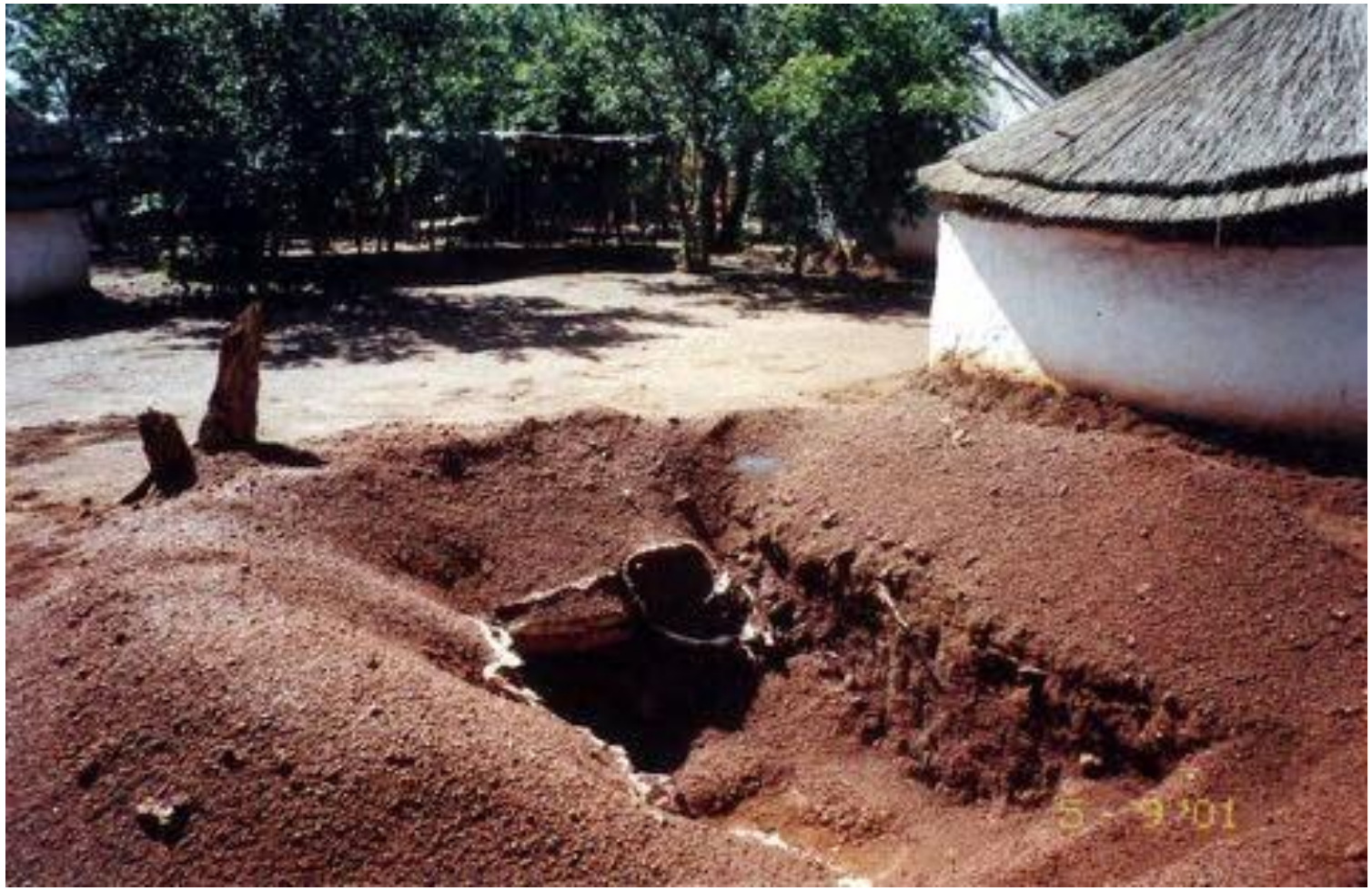
Director of Service Learning

Lingnan University, Hong Kong

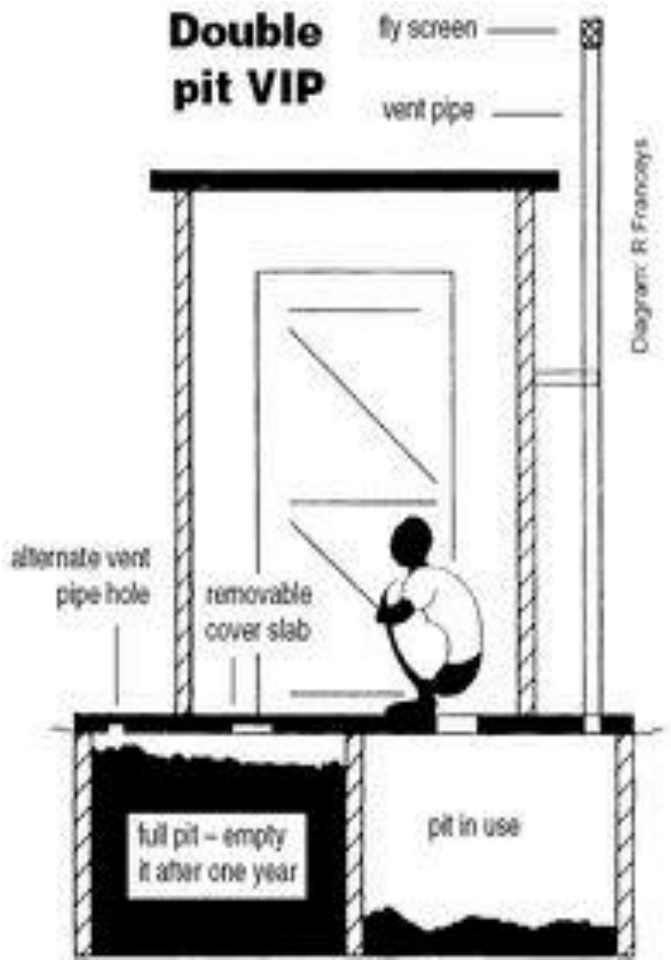
Tell us something about you…

- What is your name?
- Where are you from?
- What is your major/department?
- What problems do you want to solve?



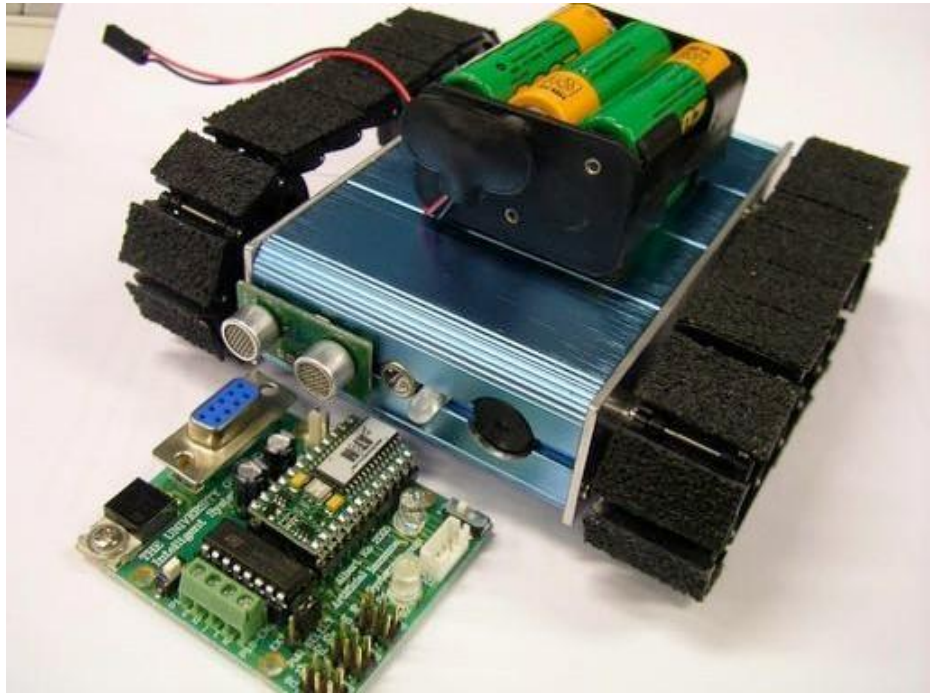

5 - 9'01

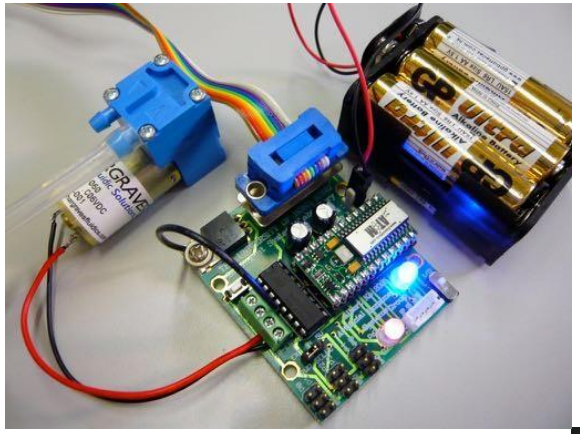
FREE
WIFI


Double
pit VIP
fly screen
vent pipe
Diagram: R Francois
alternate vent
pipe hole
removable
cover slab
full pit – empty
it after one year
pit in use

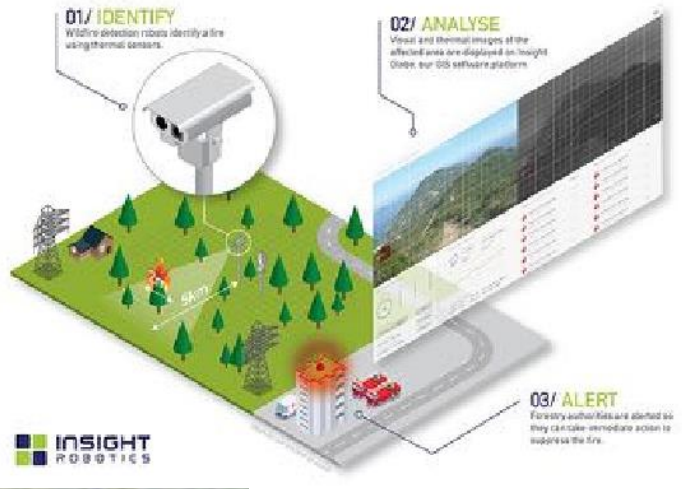
Modular Robots

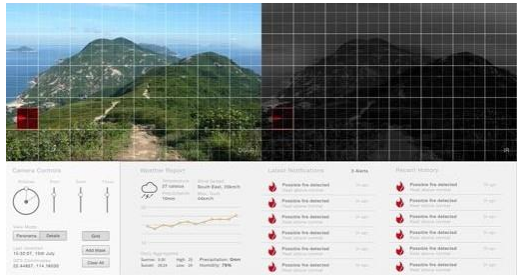
Search and Rescue Robots





INSIGHT ROBOTICS

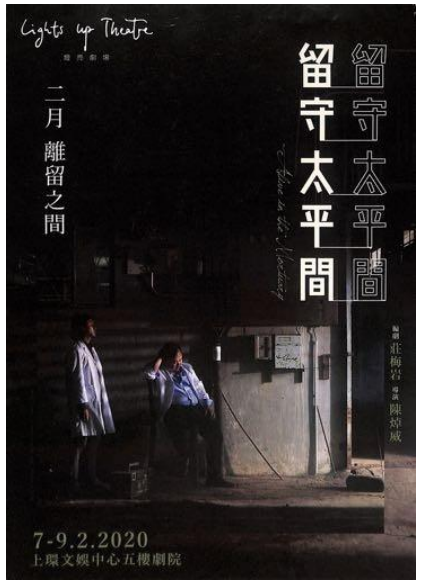




44歲素顏自拍宣傳新碟
晴報 睇電視
?
嗰兩年被人攻擊，信心得番零
天涯俠醫
梁詠琪演過無國界醫生首集慘死
曾陷事業危機靠3人從挫敗重生

天涯俠醫
看盡生死，所以珍惜生命，
珍惜生命，所以勇敢面對。
The Last Breakthrough

隨心所欲的是夢想，滿途荊棘的才是理想



illuma
Bedtime 啓迪時光
多元化睡前活動
開拓孩子多樣潛能
illuma
高永賢
專業機械工程師
孩子自2015年1月開始飲用ILLUMA

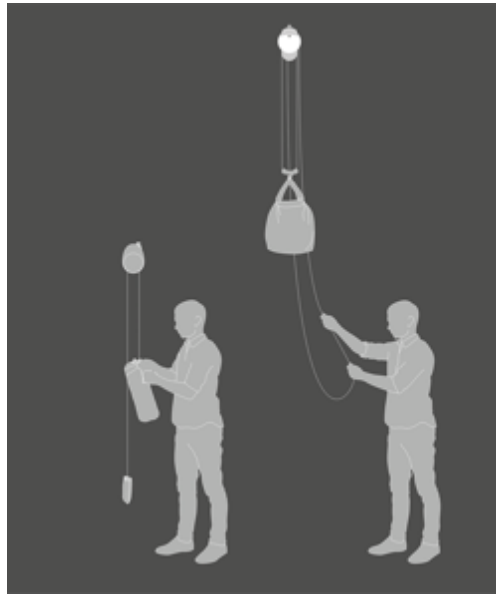
Start your protection planning now to achieve
both in the future!

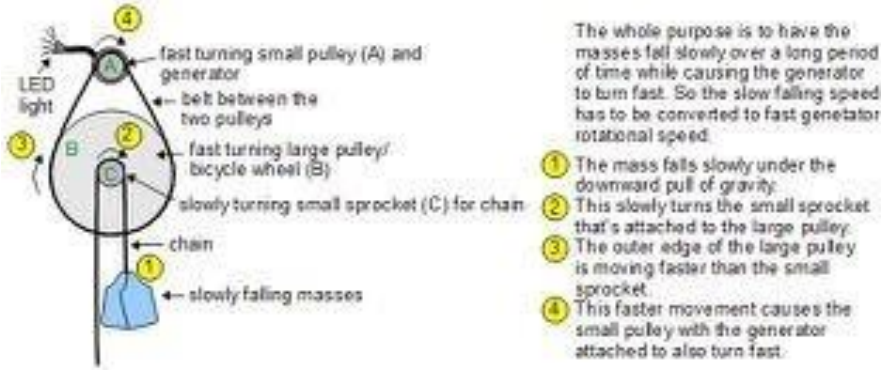
Tell us something about you…

- What is your name?
- Where are you from?
- What is your major/department?
- What problems do you want to solve?

Q-Drums
Examples: Water

GRAVITYLIGHT

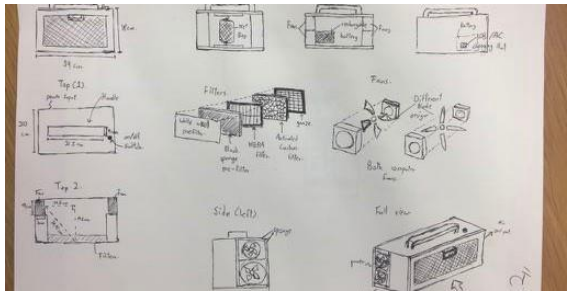


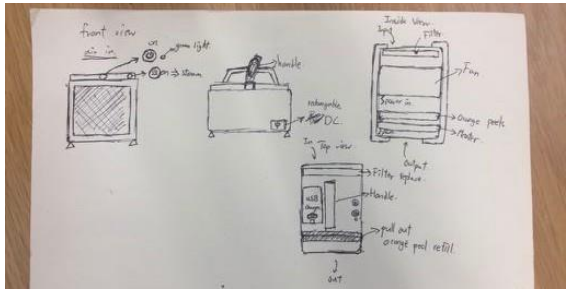


The whole purpose is to have the masses fall slowly over a long period of time while causing the generator to turn fast. So the slow falling speed has to be converted to fast genetator rotational speed.

1. The mass falls slowly under the downward pull of gravity.
2. This slowly turns the small sprocket that's attached to the large pulley.
3. The outer edge of the large pulley is moving faster than the small sprocket.
4. This faster movement causes the small pulley with the generator attached to also turn fast.

© Wild Stoves





嶺大生「三慳」機　淨化劏房空氣

慳錢慳電慳位　成本百多元　手提易搬動

香港文匯報訊（記者　潘嘉薇）以創新意念改善生活環境，非不是科技人才的專利。計劃香港劏房戶居住環境狀況、空氣欠流通問題，嶺南大學3名人文及商科背景的學生，從零機械知識學起，運用創意思維，針對為劏房戶設計一款成本只百多元的手提式空氣清新機，其設計亦與坊間空氣清新機功能相若，但價格則便宜最少六七成。現時已有一間非盈利機構與他們接洽使用該清新機，3人未來將會繼續優化該清新機，從而達到「慳錢、慳電又慳位」的功能，希望能有效解決劏房戶的需要。

嶺大早前成立了「嶺大創業行動」計劃，為學生提供跨界別的平台，與不同社區及商界機構合作，多面向解開香港劏房文化、貧窮等生活問題及困境，培養其企業家精神，同時令到嶺大會更有愛。

計劃首包括為學生提供以色列初創企業實習的機會，這次「學生創意（知識轉移）基金」，以及嶺大跨學商聯合國開發計劃要及北京師範大學立報告與4個星期暑期課程等。

3名參與「嶺大創業行動」的嶺大生，包括就讀心理學的邱嘉慧及馬柏烽，以及來自九龍西香港浸信會中學的李卓成及，雖然都非商科背景，但他們從校內的心理學選修科中，認識到科技與人類表現的關係，並透過「嶺大創業行動」，學習與可持續社區為行動，透過設計產品幫助有需要的人。

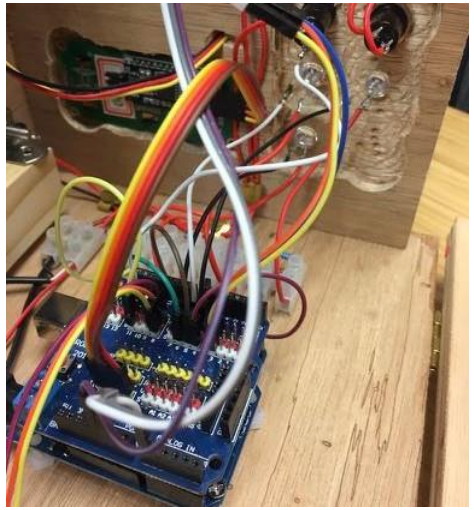
料最費少幸運，他們首參與探訪劏房戶活動時，其間從資訊大部分人知內只有一個窗口，室內有霉，室內濕物常只有抽氣「扭機」，空氣非常不流通，環境空氣污染物常高，不少人呼吸道有毛病，所以希望能製作兼備空氣清新機和換氣扇的同室內空氣質素。

無理科底子　設計多挑戰

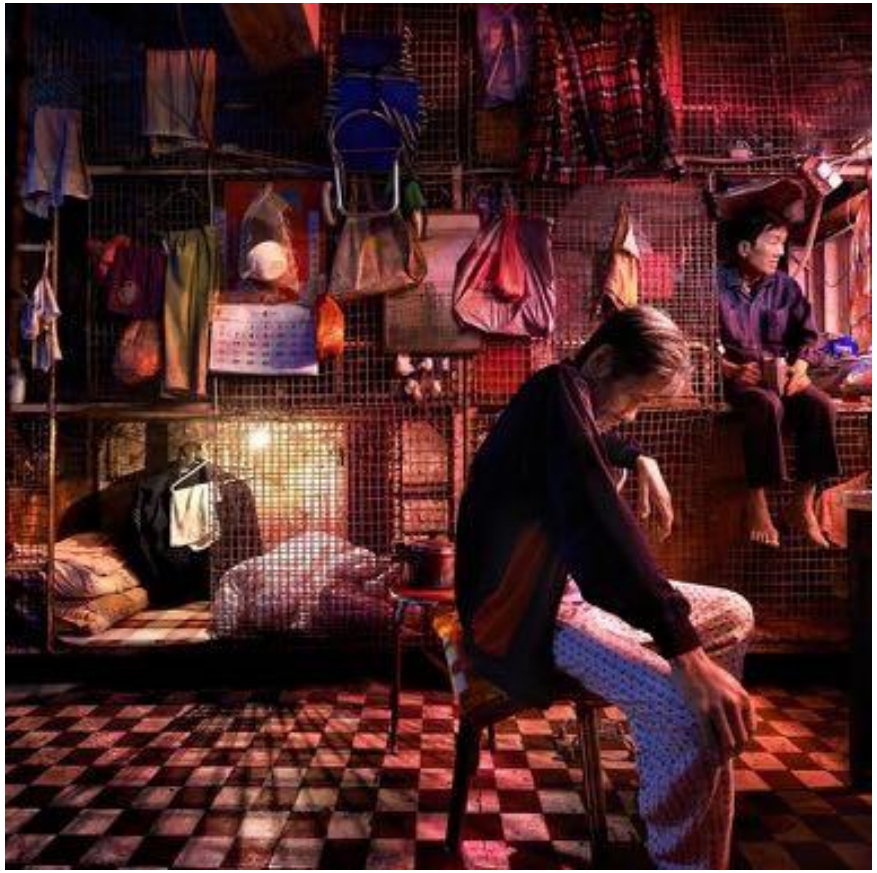
他續說，由於單人均住在上實成學科的底子，所以要開發過程真的不少困難，挑戰重重。

原來最昔日，他們首作成慳個約30厘米×16厘米×20厘米，由4個部件組成，主機建置主機設有兩個組成的空氣清新機，另一部是用在出機料表，方便日戶隨意在加內裝配。

機內的風扇可以使室內空氣與環流動，污染的空氣與機內的濾網及活性炭等開始各種污染物過濾成潔新，最新產到淨化空氣的目的，測驗時房間的空氣清新機可能相差一倍或多日更之，節能方面，一個月300多元開支亦有幫，每內機物常只有抽



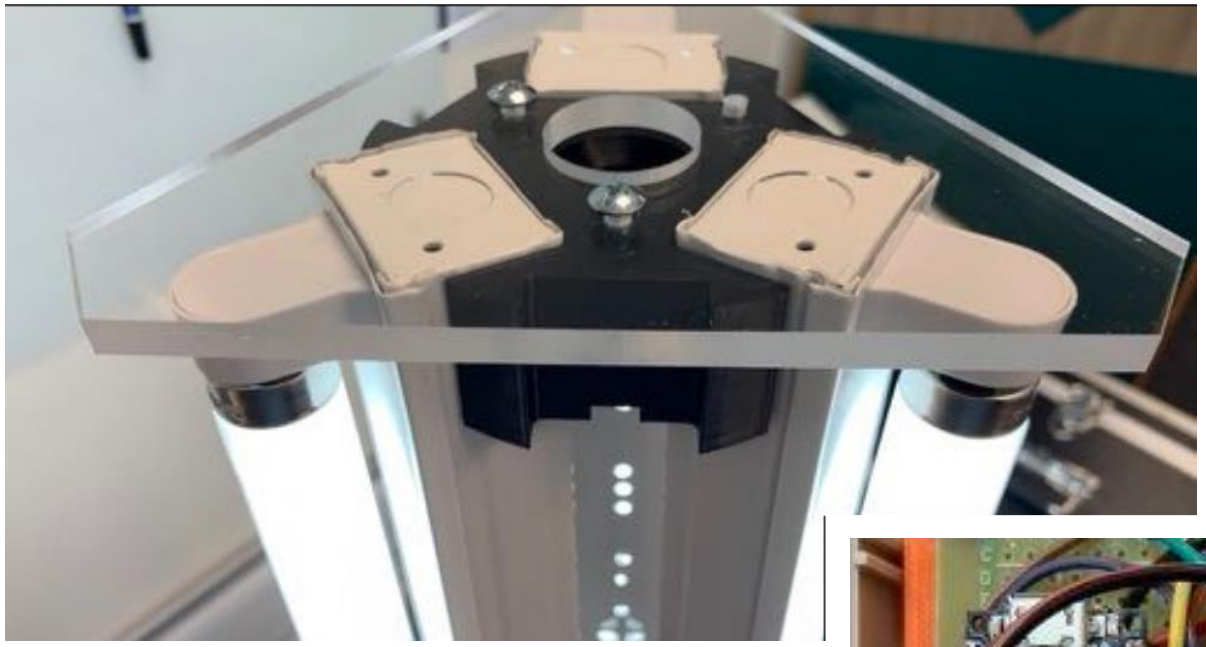
Project Ultra Violite

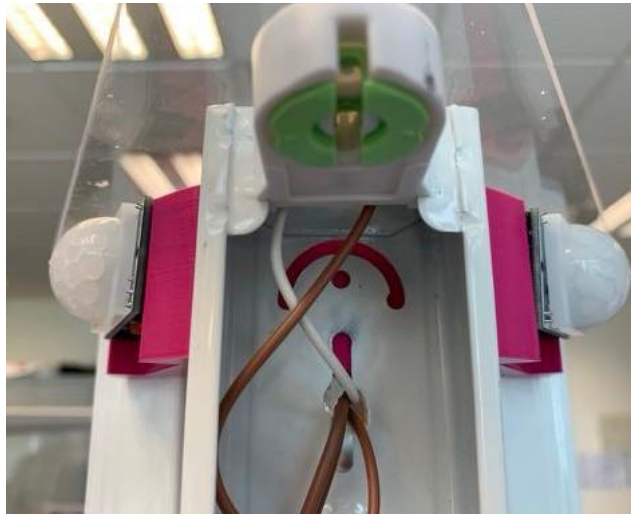


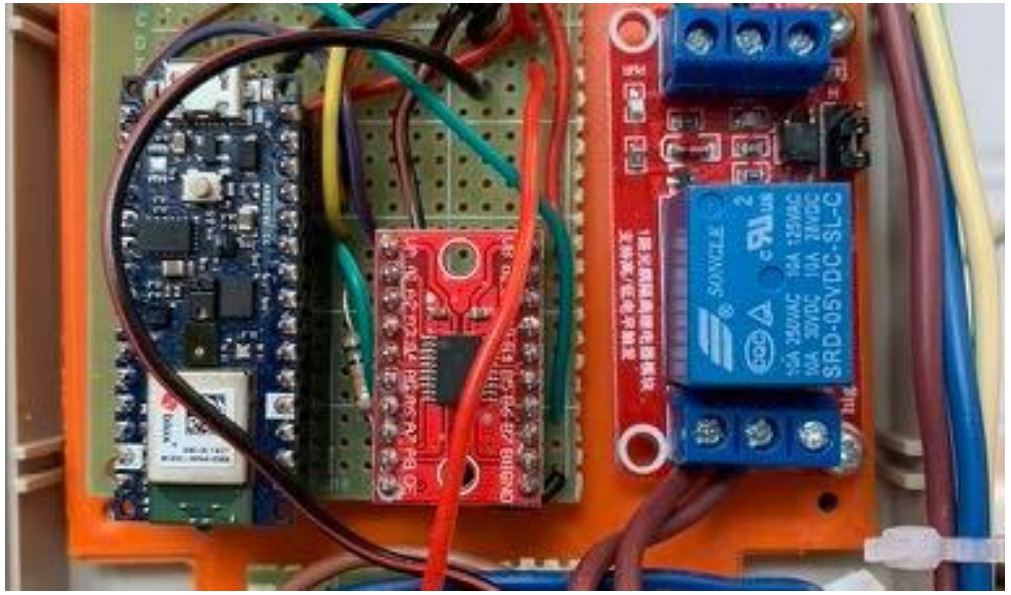
source: http://cdn.arkinet.com/p/images/000/002/035/Reuters_BobbyYip_content.jpg

Please Do Not Touch

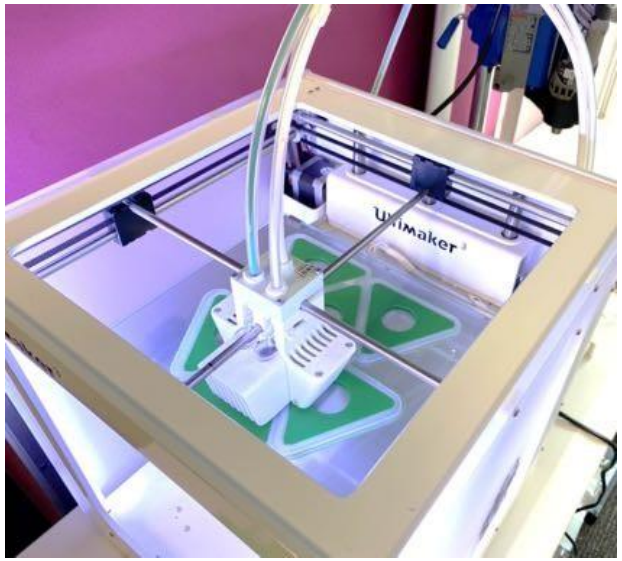
Tru-D






SRD-05VDC-SL-C

100%
MITM



Portable UVC Disinfection Kit

- UVC Devices x3
- Tripods X 3
- Philips Drivers x1
- Remote Controller x1
- Remote Receivers x 3
- Extensions x 3

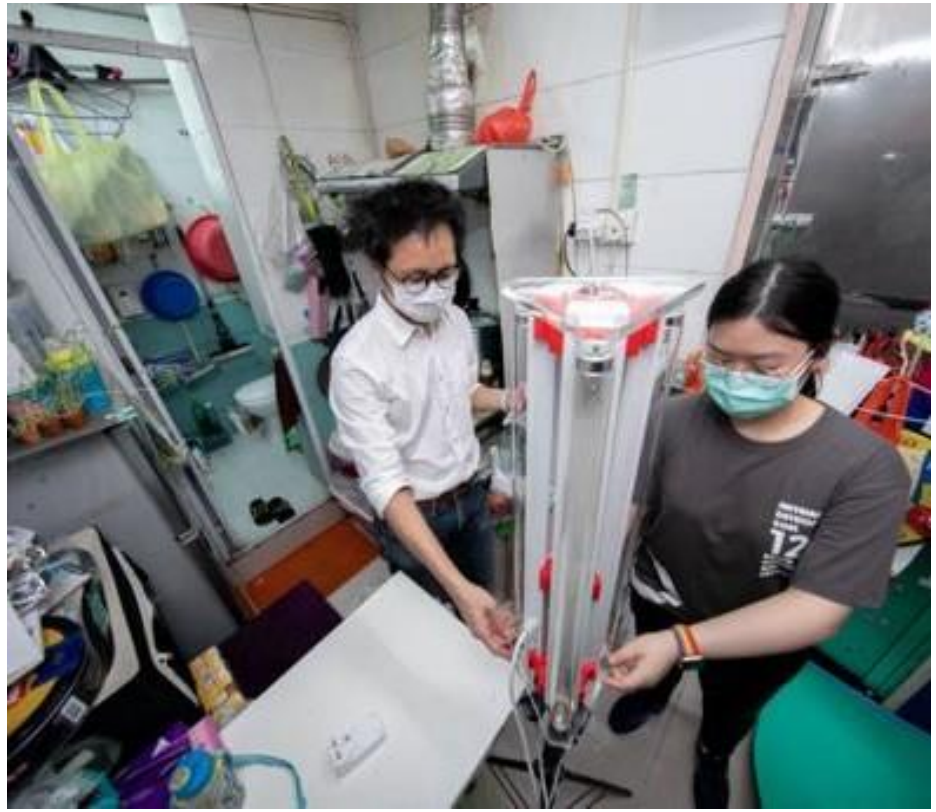
智能感應及遙控開關

11:29
UV-Connect
Lingnan 嶺南大學 University 香港 Hong Kong
連接 Connect
中斷連接 Disconnect
啟動 ON
關閉 OFF
嶺大紫外光燈1 LU Light 1
嶺大紫外光燈2 LU Light 2
嶺大紫外光燈3 LU Light 3

11:30
UV-Connect
Lingnan 嶺南大學 University 香港 Hong Kong
連接 Connect
中斷連接 Disconnect
啟動 ON
關閉 OFF
嶺大紫外光燈1 LU Light 1
嶺大紫外光燈2 LU Light 2
嶺大紫外光燈3 LU Light 3
移動偵測! Motion Detected!

Volunteer Recruitment and Training

衛浴空間會接受多重消毒



Outcome

- Provision of disinfection services to 1045 SDU
- Provision of useful health information to 6235 individuals
- High public attention after 36 times of media exposure
- Production of survey and research materialsFully disclosure of the disinfection device for Open COVID Pledge
- Training of 120 health ambassadors for the service
- Provision of health education to 6235 individuals

The Scaling Up

Open Source

- Mechanical Design
- PCB Board Design
- Code
- Volunteer Training Material
- Construction Manual
- Maintenance Handbook
- Online Technical Support

Advantages

- Promotes humanitarian spirit
- No resource commitment
- Fast scale-up

Disadvantages

- No control of what people might do with it
- Risk of reputation

Volunteer Based

- Volunteer Training Workshops
- Emergency Trouble Shooting Hotline
- System Production
- Repair & Maintenance
- Project Administration
- User Recruitment
- Logistical Arrangement

Advantages

- Full control of quality
- Speedy upgrade & pivot
- Easily incorporate new research, promotion and social activities

Disadvantages

- Liable for system reliability
- Heavy administrative work
- Heavy logistics costs
- Hard to scale-up

Community Based

- Volunteer Training Workshops
- Emergency Trouble Shooting Hotline
- System Repair & Maintenance
- Project Administration

Advantages

- Minimal administrative commitment
- Less inter-community infection
- Requires little expertise for scaling up
- Minimise transportation cost

Disadvantages

- Liable for system reliability

Company Startup

- Register a company
- Find Partners
- Find Investors
- Marketing
- Staff Recruitment & Training
- Logistics
- Partnership
- ...

Advantages

- University pride
- High risk, high gain
- Business track record

Disadvantages

- Nightmare in university environment

Licensing

- Transfer or Lease License
- Supply Products
- Initial Training
- Professional Technical Support
- University Endorsement
- Product Enhancement

Advantages

- Business track record
- Knowledge Transfer
- Potential gain
- Least administrative work
- Product upgrade research

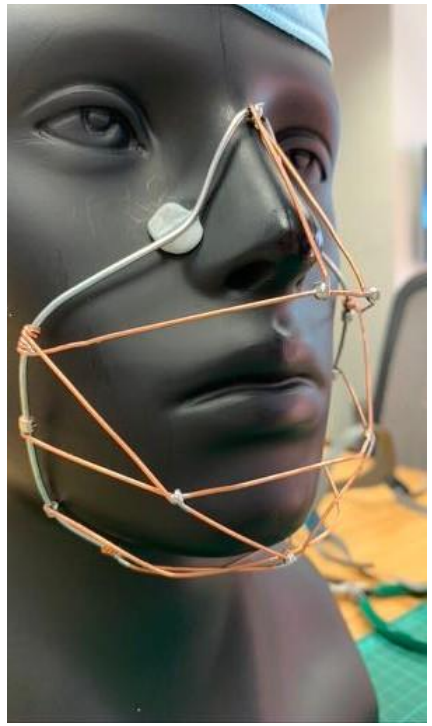
Disadvantages

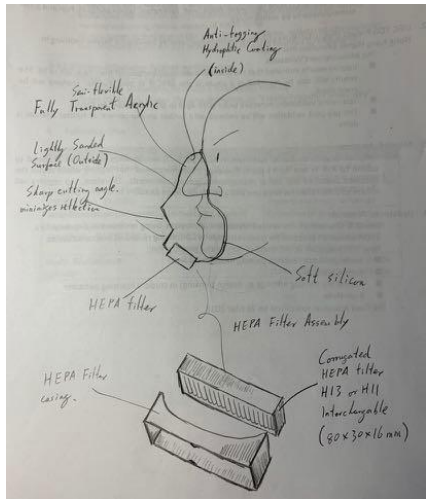
- Complicated licensing process
- Liable for system reliability
- Liable for uncontrollable partner mistakes/misconducts

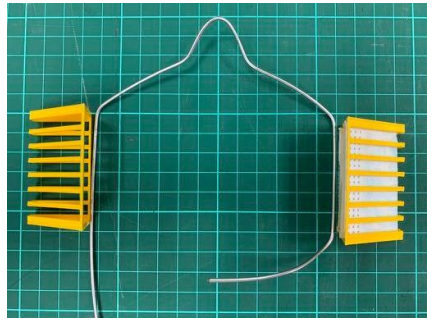
Lingnan Entrepreneurship Initiatives
12° Mask

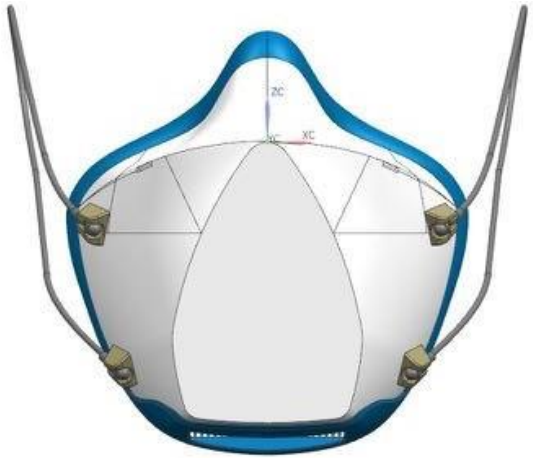
Existing “Transparent” Masks

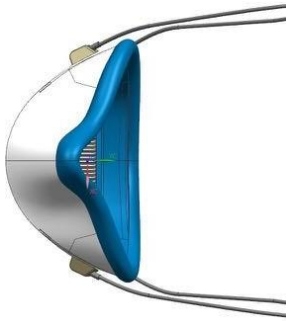
- No air filtration
- Low breathability
- Small transparent windows
- No reflection control
- Fogging
- Lack flexibility for microtia users

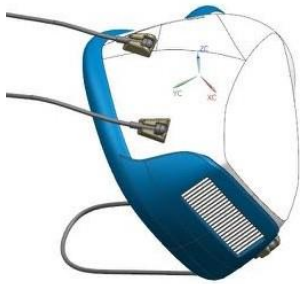



Anti-fogging
Hydrophilic Coating
(inside)
Semi-flexible
Fully Transparent Acrylic
Lightly Sanded
Surface (Outside)
Sharp cutting angle.
minimizes reflection
Soft silicon
HEPA Filter
HEPA Filter Assembly
HEPA Filter
casing
Corrugated
HEPA filter
H13 or H11
Interchangable
(80x30x16mm)

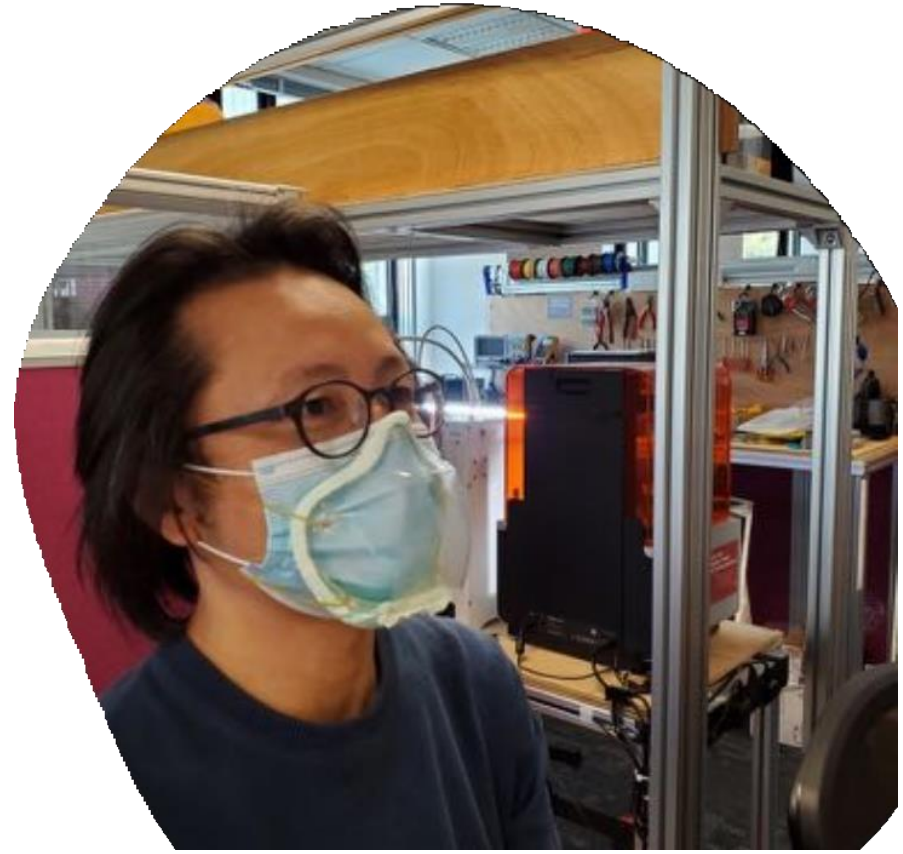



ZC
XC




ZC
YC
XC

ZC
YC
XC



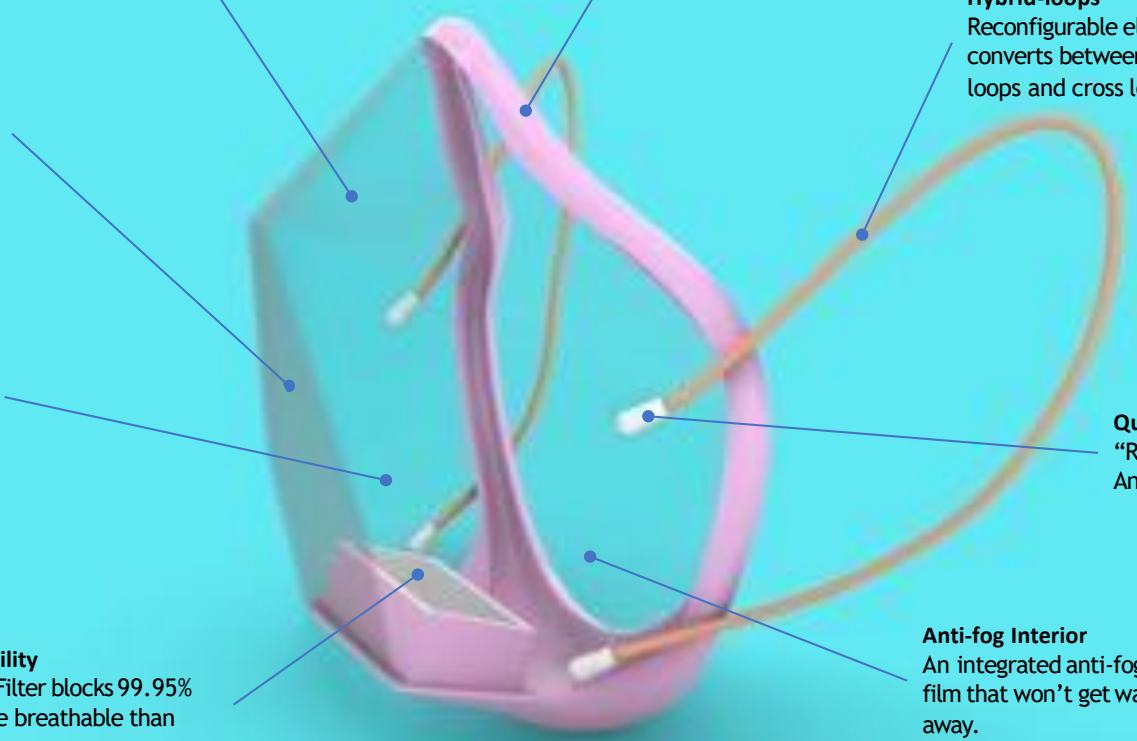
Existing “transparent” masks either lack filtration system or suffer from heavy reflection, fogging, small see-through windows, and low breathability. 12° Mask adopts innovative design and mature material to provide an effective and affordable solution.

Renewable Antiviral Coating
Durable and wipeable with alcohol and water.

Laugh Out Loud
Flexible silicon seal provides comfort fit and accommodates enthusiastic facial expressions.

Hybrid-loops
Reconfigurable elastic bands converts between ear loops, head loops and cross loops on the fly.

Ultra-Low Reflection
Inspired by the geometry of stealth jet fighters, face shield of the 12° mask combines flat polygonal panes and low protrusion surfaces to minimize reflection.



Wide Viewing Angle
Unobstructed side panes allow panoramic view of the wearer’s face and lip movement.

Quick Release Anchors
“Re-loop” anytime. Anywhere.

Reliable Protection & Breathability
Disposable low-cost H13 HEPA Filter blocks 99.95% of viruses while being 30% more breathable than surgical masks.

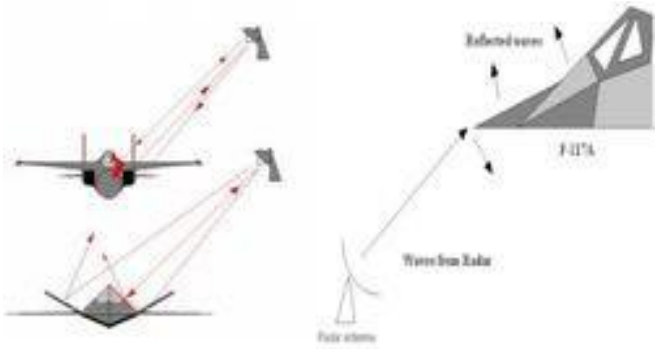
Anti-fog Interior
An integrated anti-fog thin film that won’t get washed away.

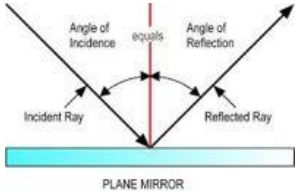
Patent Pending

FOGGING AND REFLECTION management are two most important components in transparent masks design.

Simple Geometric Magic

The 12° offset on the frontal pane effectively deflects undesirable reflections from head on camera flashes and overhead lights downward. The patent pending feature is most desirable in classrooms, offices, and indoor facilities where ceiling lights are most common.

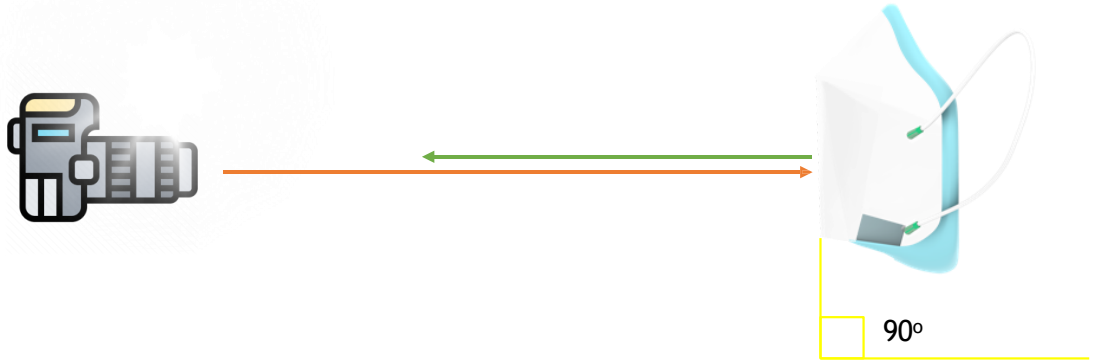


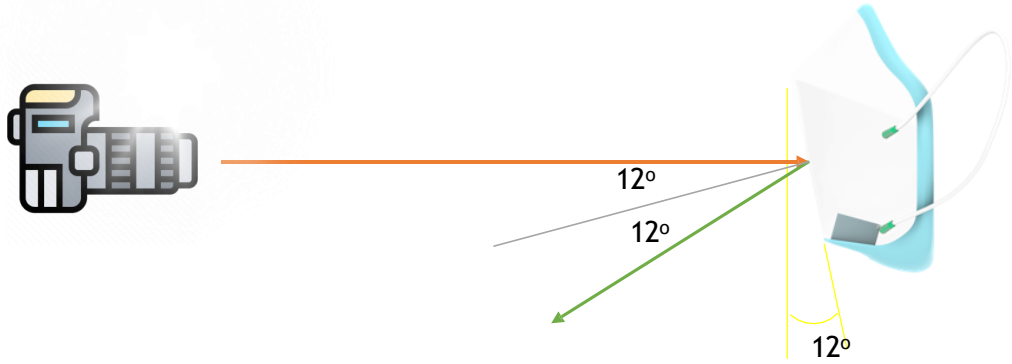


The angle of incident equals the angle of reflection.

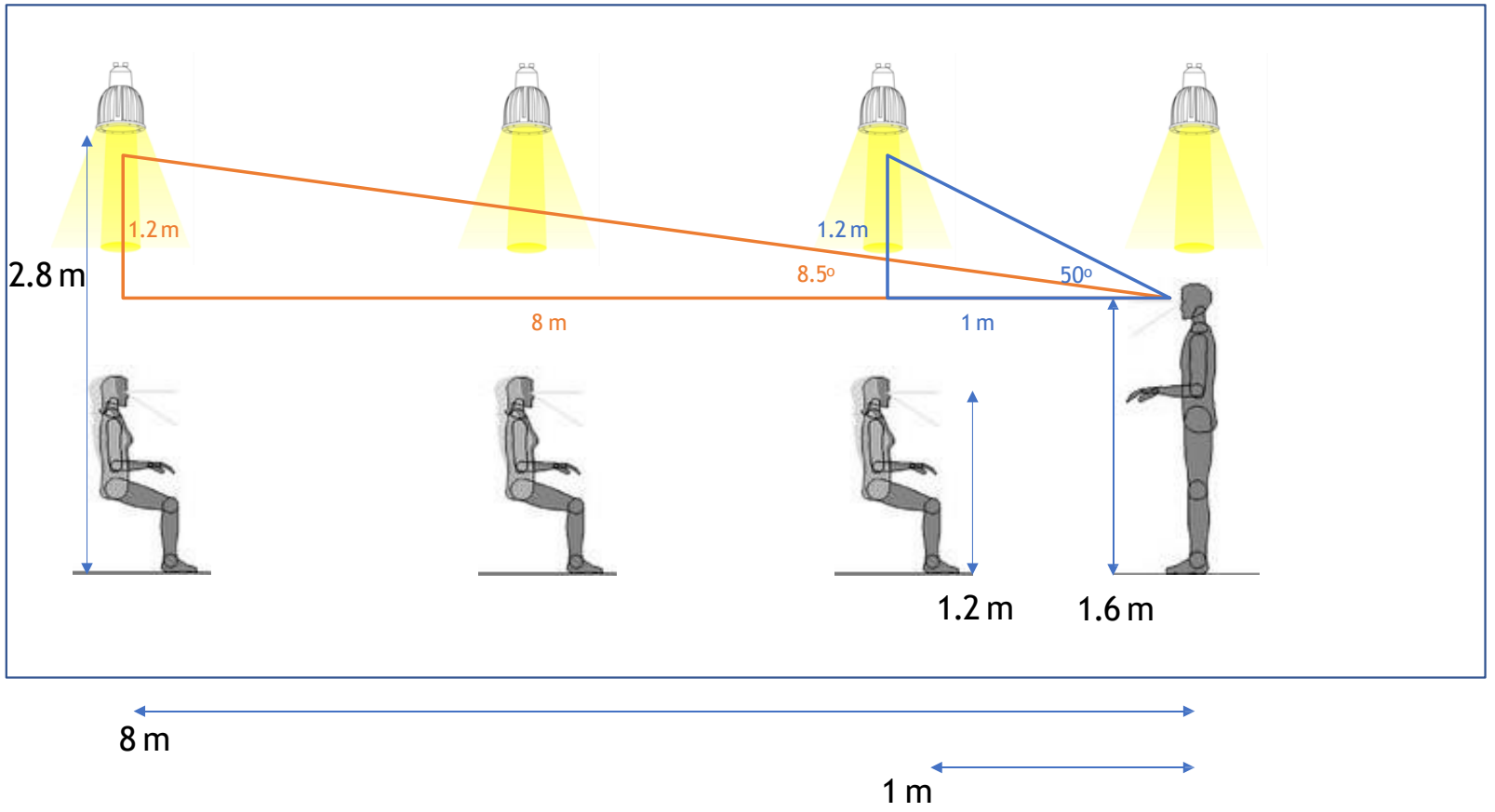
Reflection

Incident Ray

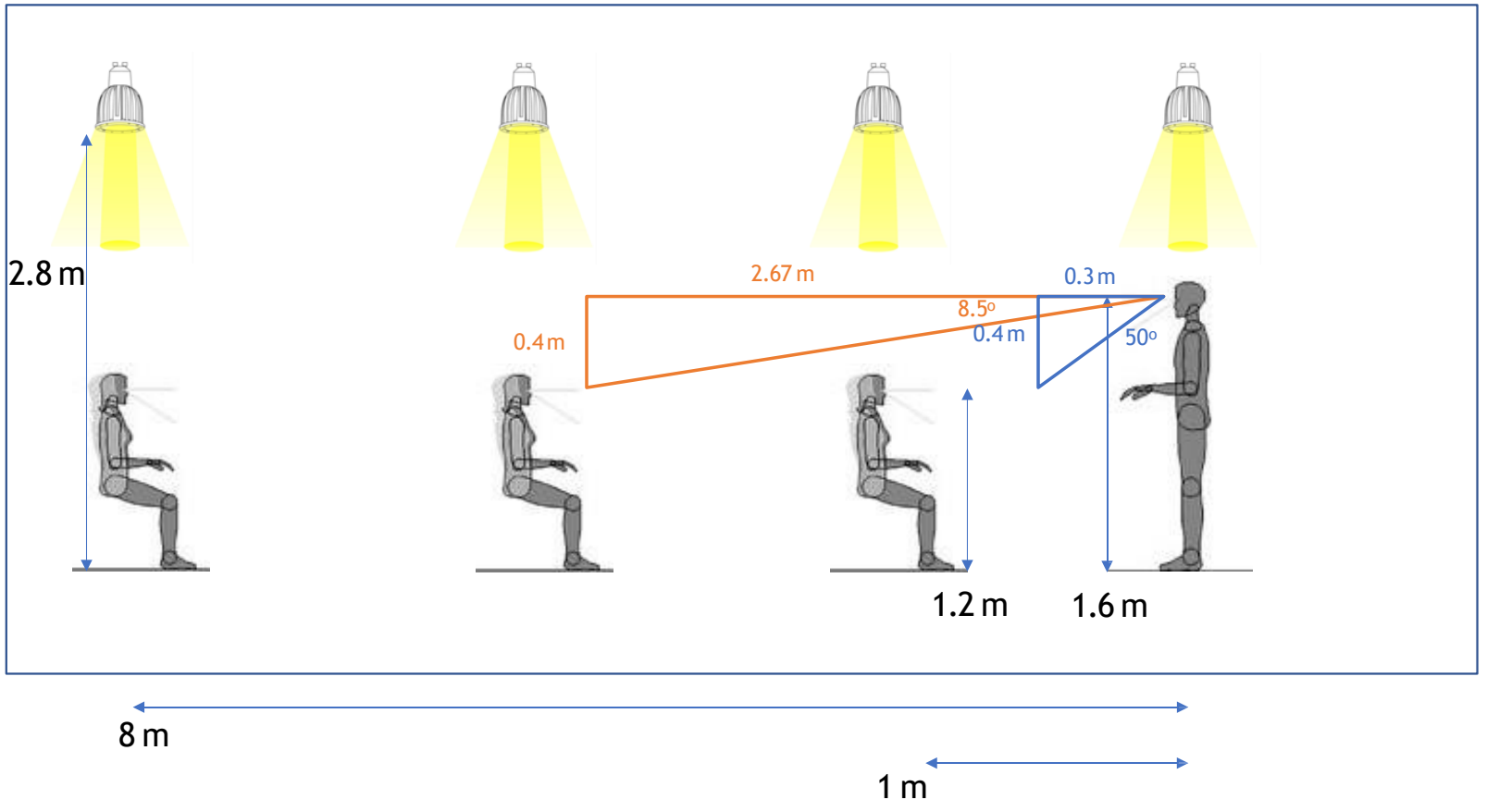




67 - 84 sq.m

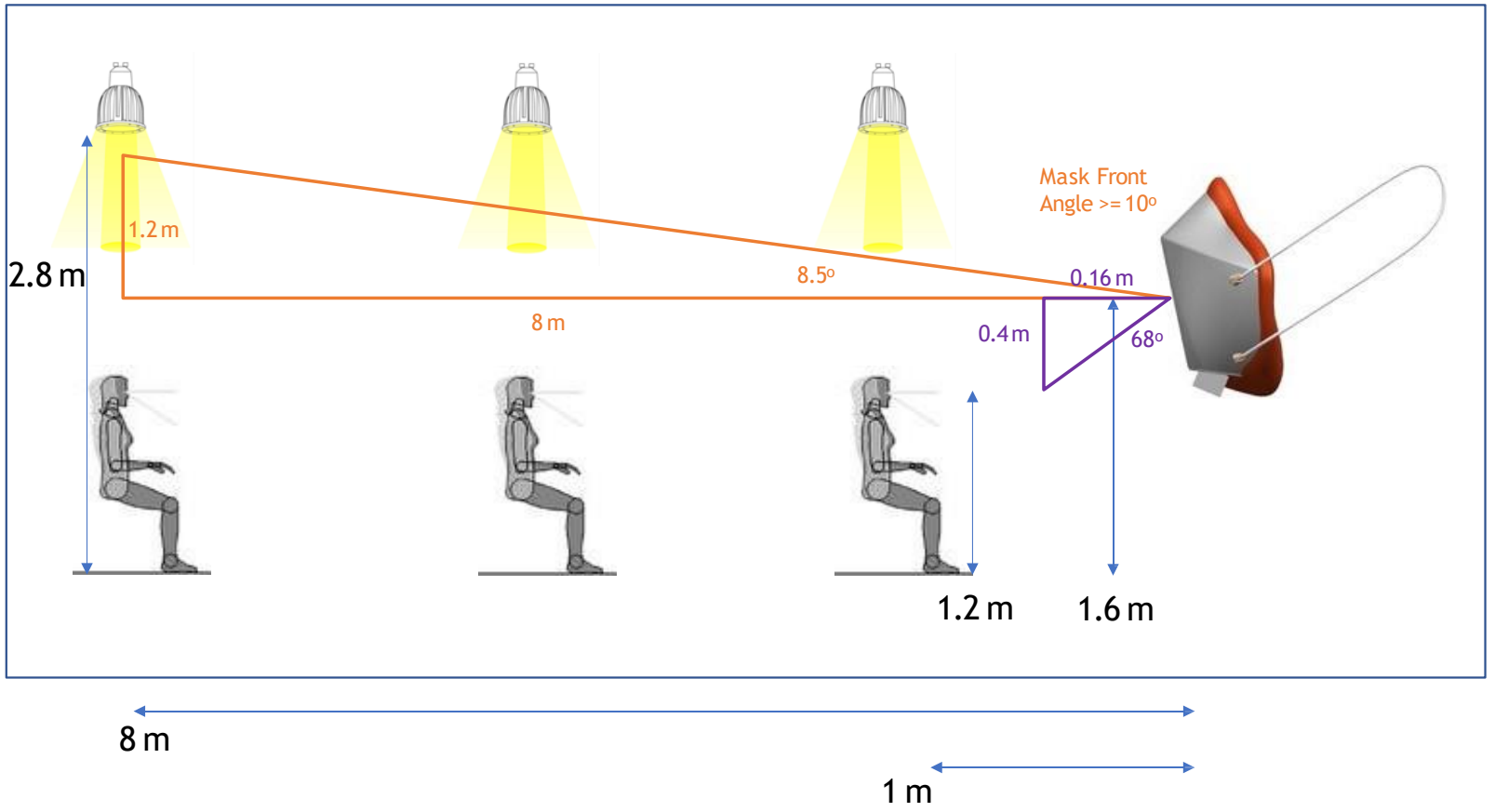


學生坐於老師前方 2.67 米以內均有機會被口罩的反光影響

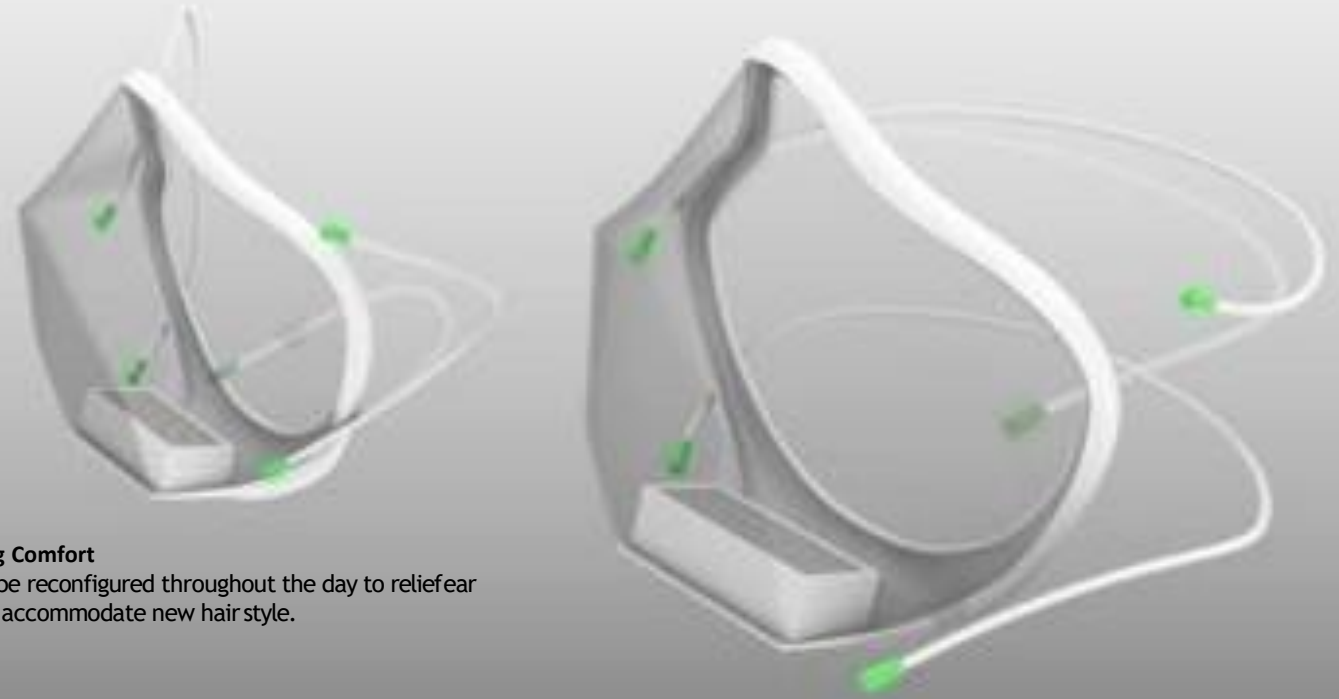


12°Mask

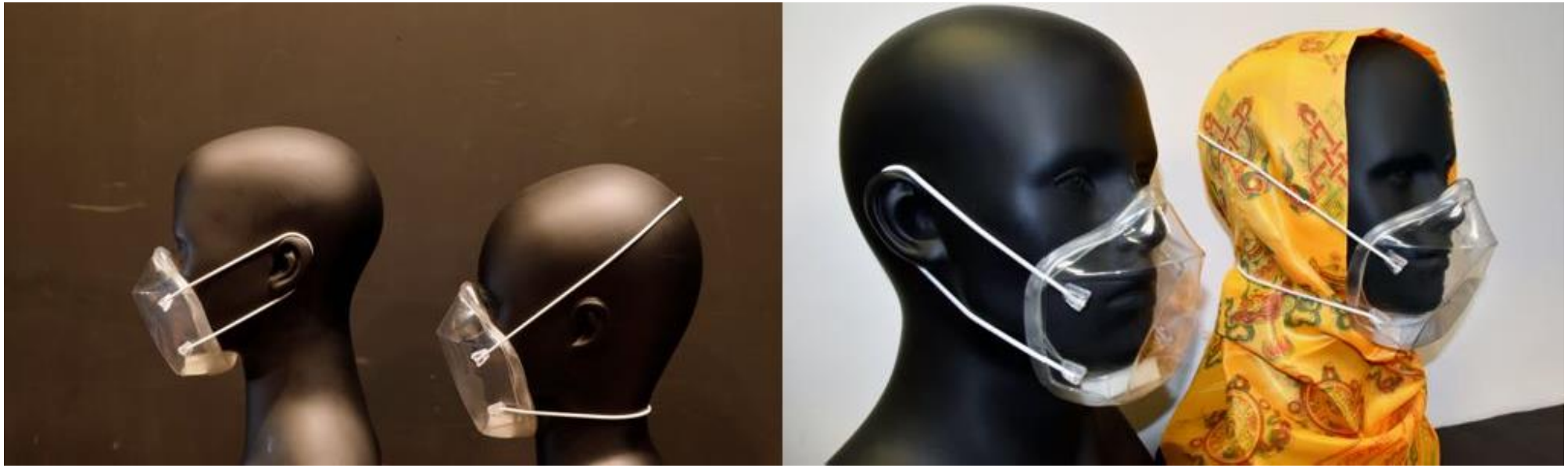
嶺大全透明過濾口罩的傾斜角角度設定為12度，有效將光線折射向地下。
只要學生坐於老師前方0.16米以外已經不會被口罩反光影響。



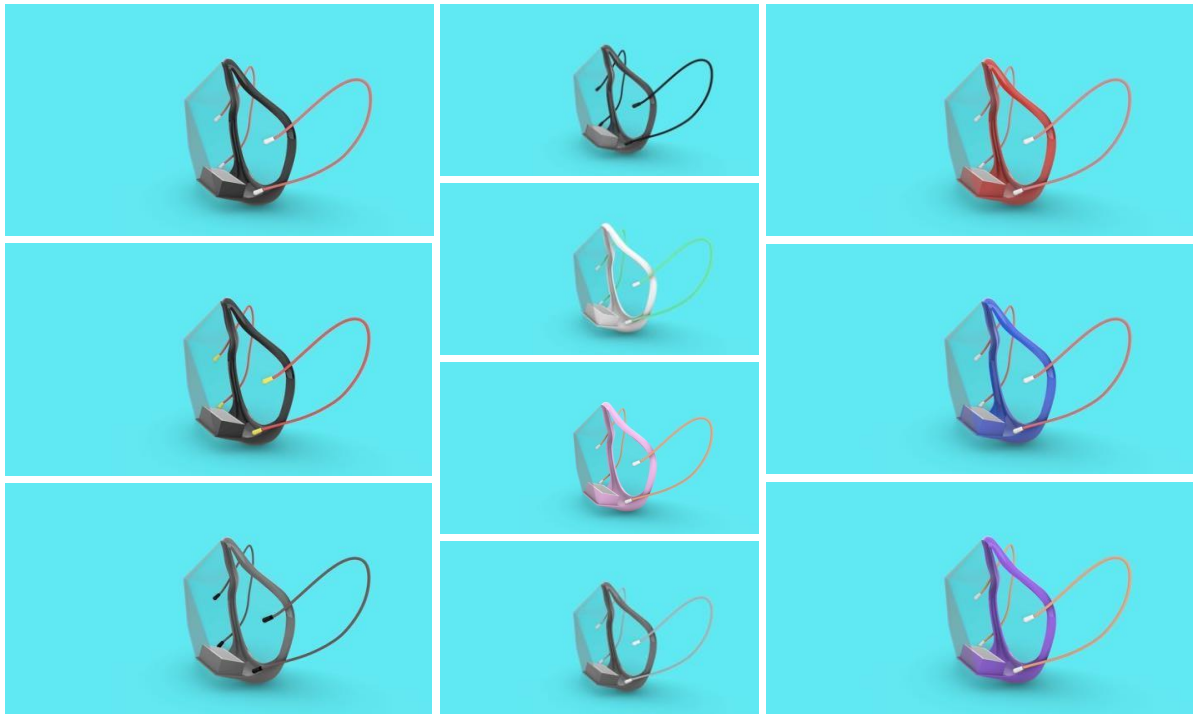
INCLUSIVE Design
High elasticity bands allow microtia users and hijabi to reconfigure the ear loops to go around the back of the head or around the headscarf.



All Day Long Comfort
Bands may be reconfigured throughout the day to relief ear irritation or accommodate new hair style.



Go Playful or Professional
All-black and all-white models available for more professional image.



Functionally Fashionable

Unlock Your Phone
Works with major face authentication technologies.

Wear Your Colours
7 frame colours and 12 more for the bands.

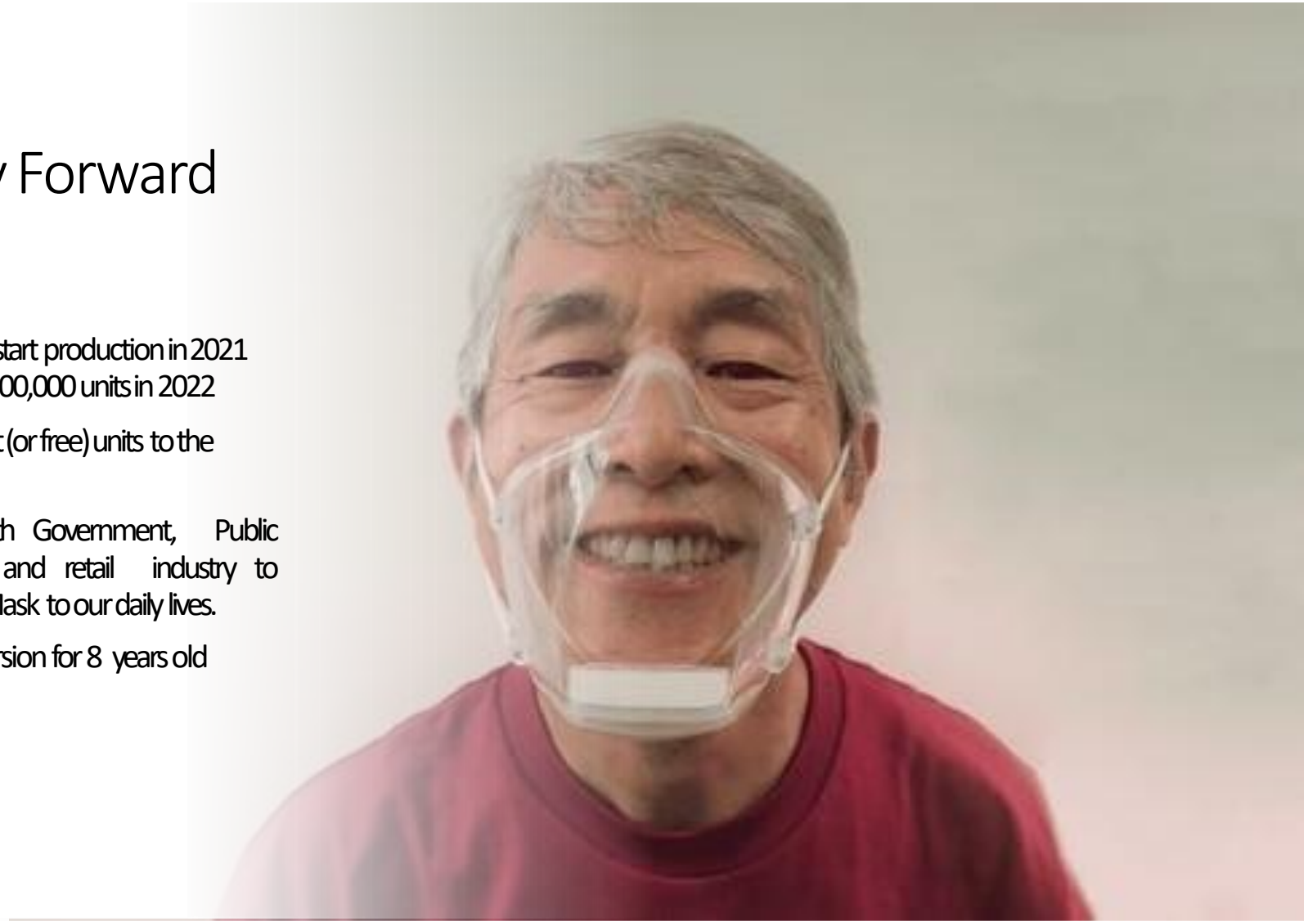
Light on Your Face
Combination of PET and silicon means durability and lightweight.

Easy to Clean. Thoroughly
With the filter removed the entire mask can be soaked in soap water.

Heal the World
Ignite a smile in others with one of yours.

The Way Forward

- Raise $1.5M to start production in 2021 and complete 100,000 units in 2022
- Provide discount (or free) units to the underserved
- Collaborate with Government, Public sector, service and retail industry to introduce 12° Mask to our daily lives.
- Design a kid-version for 8 years old and above



Setup Budget

	Item	Unit	Unit Cost	Total	Remarks
	Engineering Cost	1	$420,000	$420,000	For designing mould, overseeing production and certification, and designing kid-size version
	Moulding	3	$120,000	$360,000	
	Testing & Certifications	3	$80000	$240,000	Filter certifications, impact test, bacteria test, etc.
	Production Cost	10000	$50	$500,000	Mask, filter, bands, packaging,
	Marketing	1	$150,000	$150,000	
			Total	$1,670,000	

Product Donation

	Unit	Unit Cost	Total
A	30000	$100	$3M
B	20000	$120	$2.4M
C	10000	$150	$1.5M

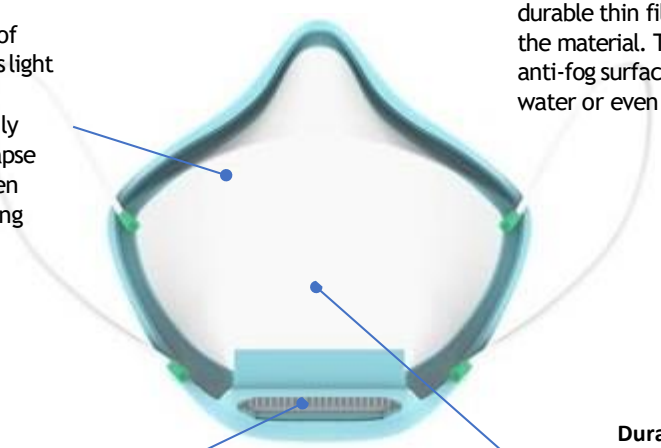
Questions?

Material

- Anti-fog
- Antiviral
- Ultra-low reflection

Shape Retention
The face shield made of 100% recyclable PET is light and firm. It has good ductility to survive daily bumps but won't collapse on the user's face when breathing heavily during workout.

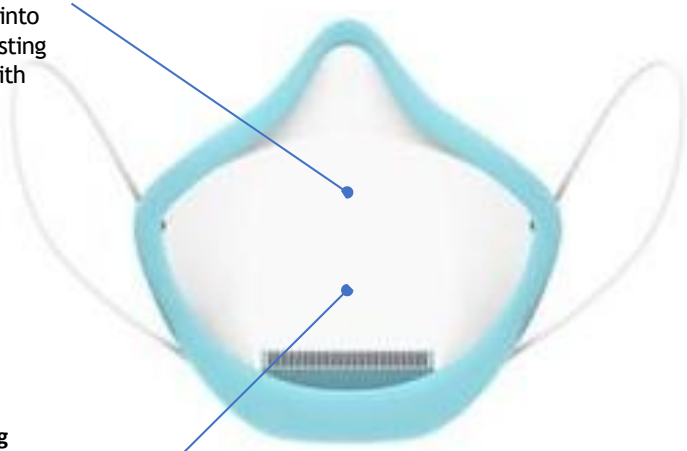
H13 HEPA Filter
The pleated H13 filter allows 30 times more airflow within the same compact vent design. Each filter lasts up to two weeks.



FRONT

Integrated Anti-fog Shield
Nearly all commercially available masks rely on anti-fog spray, which wears off quicky. 12° Mask employs an ultra-durable thin film that is integrated into the material. The result is a long-lasting anti-fog surface that is washable with water or even alcohol.

Durable Antiviral Coating
A solid film that can be applied and cured at room temperature can provide up to 8 months of antimicrobial protection. The surface is wipeable with water, bleach and up to 70% alcohol.



BACK

「全透明過濾口罩」主體及配件

Oliver Cox

Heritage Engagement Fellow and Co-Lead of the Oxford University Heritage Network, United Kingdom

Entrepreneurial Activities in SSH Disciplines

AESIS Course – Innovation and Entrepreneurship for PHDs and Post-Docs

Online, 14 May 2021

Oliver.cox@humanities.ox.ac.uk

Twitter: @OliverJWCox

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Aims of this afternoon's session:

- Share personal experiences of developing an entrepreneurial portfolio;
- Explore drivers and barriers to entrepreneurship and the role of consultancy as a variant of entrepreneurship in an academic career;
- Suggest sectors and areas of interest for Consultancy in SSH.

- How to develop an institutional culture around entrepreneurship;
- What structures can be put in place to enable and facilitate entrepreneurial thinking at an institutional level;
- What this looks like from an end user's perspective.

Session Timetable:

14:15	Aims of the Session and Session Timetable
14:20	Introduction – What does a Heritage Engagement Fellow do all day?
14:30	Group Introductions – What do you do all day?
14:40	Why did I do it? Personal Experiences of Entrepreneurship
14:55	Workshop 1: Mapping the Barriers to Entrepreneurship
15:05	Overcoming Obstacles and Creating an Entrepreneurial Mindset
15:10	The Hacker and the Thief: Lessons from the Session
15:15	Session Ends

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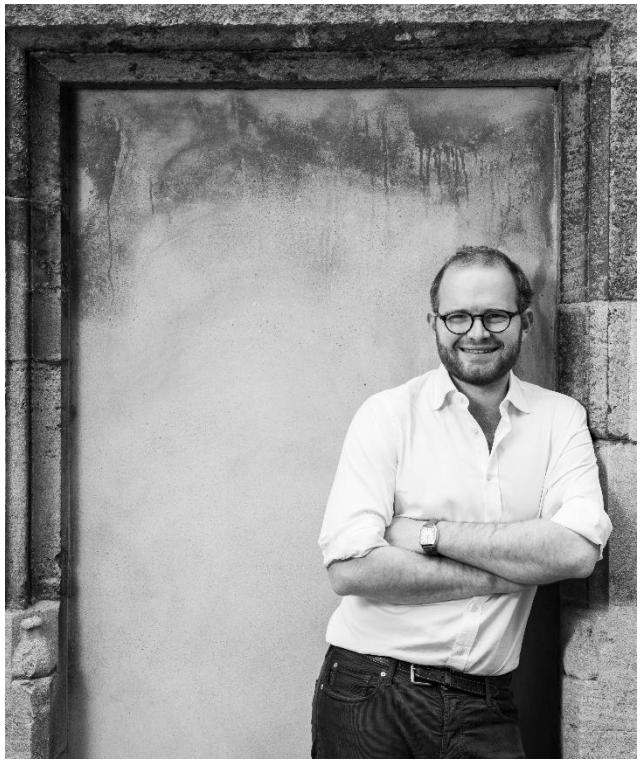
Introduction: What does a Heritage Engagement Fellow do all day?

- Heritage Engagement Fellow at the University of Oxford, leading the TORCH Heritage Programme.
- Co-Director of Oxford University Heritage Network.
- Oxford University Innovation Champion for Humanities Division.
- Part of team delivering University's strategic partnership with the National Trust.
- Industry Champion, NESTA-AHRC Creative Industries Policy and Evidence Centre.



- Eighteenth-century historian by training, completed D.Phil in 2013.
- Consultancy work an extension of initial post as Knowledge Exchange Fellow.

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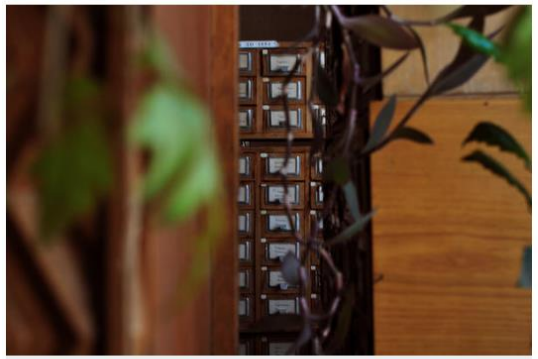

Remote Micro-Internships Hosted by the Heritage Partnerships Team

Hilary Term 2021

Heritage Partnerships Team, 29 April 2021

New HEIF Funded Project! Co-designing an agenda for sustainable heritage conservation

Celebrating Collaborations with the Heritage Sector

Heritage Partnerships Team, 24 March 2021

Funding Research for the Future of the Historic Parish Church

Dr Oliver Cox, 4 March 2021

Judith McKenzie Essay Prizes

Winners Announced!

11 February 2021

Heritage Partnerships Team

Our Values

Open **Collaborative** **Inventive**

Our Vision

‘To enable ambitious and mutually beneficial partnerships that connect Oxford’s world-leading expertise with the UK and International Heritage Sector’

Our Pillars

- Building Partnerships
- Growing Expertise
- Sharing Knowledge

Our Foundations

A growing network of students, researchers, support and professional staff at the University of Oxford interested in working with the UK and International Heritage Sector, encouraged by the Oxford University Heritage Network.

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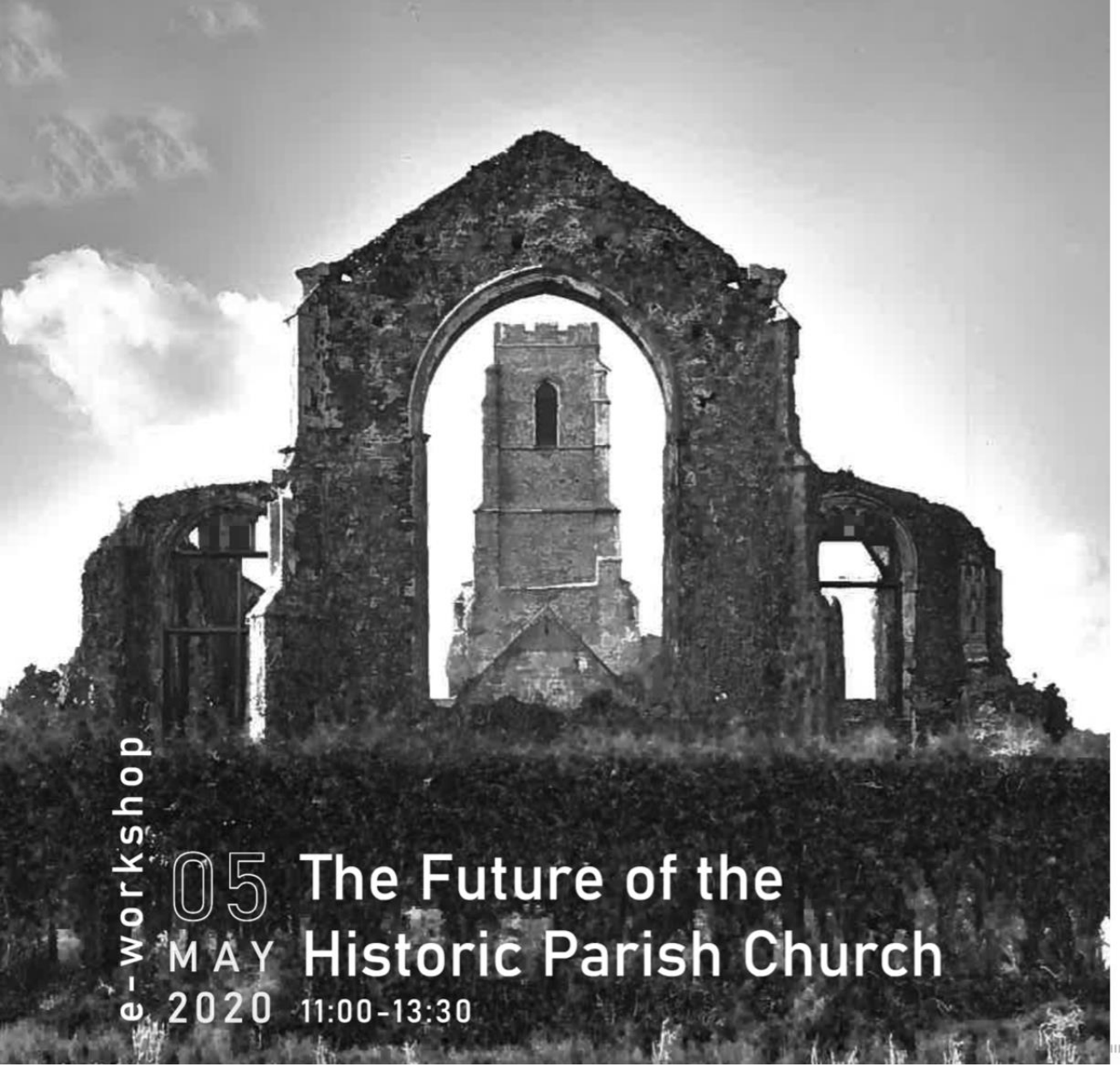
Oxford University Heritage Network

Connecting Heritage researchers and practitioners across disciplines

Find out more ›



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Dear colleague,

On behalf of the TORCH Heritage Programme, the Oxford University Heritage Network and the Churches Conservation Trust, I am writing to invite you to attend an upcoming e-workshop on 5th May 2020, 11.00-13.30, titled:

'The Future of the Historic Parish Church'

We realise that these are challenging times for collaborative projects. We hope to use this e-workshop as a pilot scheme for future events to reaffirm our commitment to building partnerships, growing expertise and sharing knowledge remotely throughout the coming months.

This event will foster discussions among a range of academics and heritage specialists to identify and prioritise potential areas of collaboration in the form of research and knowledge exchange projects focusing on the future of the parish church. The aim is to build a community of academics interested in working with the CCT from across the University. The workshop will be co-convened by Peter Aiers (Chief Executive of the CCT) and Dr Oliver Cox, Heritage Engagement Fellow (University of Oxford) and will have the form of a structured discussion around three themes:

histories | heritage science | business

The future of the historic parish church, particularly in rural areas, is uncertain. Advanced weathering, declining congregations and shortage of clergy compromises the sustainability of these structures and raise questions about their future role in society. The CCT considers the historic parish church to be the largest heritage problem in the UK of the next decade. So, how will we secure their future?

Owning a collection of 356 of some of the finest examples of historic parish churches that are no longer in regular use for worship, the CCT aims to unlock the cultural value of these buildings. Parish churches have a wide range of historical narratives, from international politics to local memories embedded within them. Yet, the historical significance of these structures remains unknown to the wider public. CCT has undertaken the task to highlight and promote the embedded value, social purpose and research potential of these parish churches. To that end, we are delighted to host this e-workshop to encourage closer collaboration between academics at the University of Oxford and the CCT's people and places at all levels.

The first and necessary step to that end is the development of a conservation strategy to face the changing environmental conditions and the structures' deterioration over time. Increased rainfall or even more extreme weather events demand immediate action. For instance, the recent storms, Ciara and Dennis ripped the roofs of our churches and damaged thatch to an unprecedented extent. Our approach has to be holistic and look beyond the mere restoration and conservation of the architectural structures, to account for the moveable heritage that these buildings house and that is also subject to environmental degradation.

In the past few years, the CCT has also taken up an entrepreneurial role. Champing™ is a bold tourism initiative and the CCT runs an excellent consultancy business, as well as a fledgling buildings-maintenance business. Some of the CCT churches function as venues and the Trust will soon be running a pub in conjunction with one of the churches. This workshop will explore business tools and methods that will not only enable sustainable conservation for the CCT but will also have the potential to serve as a model for similar endeavours beyond the scope of our organisation.

We would be delighted if you would be able to attend the day. This is a targeted event for subject specialists and university staff, with attendance by invitation only. We hope the format will facilitate knowledge exchange and the development of new collaborations going forward, as well as providing a set of clear approaches and considerations for the future. Your voice would be a very welcome addition.

The event will have the form of a web-conference, from 11.00 to approximately 13.30.

To RSVP or ask any further questions, please contact

TORCH Heritage Programme Support Officer, Katerina Vavaliou.

Yours sincerely,

Peter Aiers
Chief Executive
Churches Conservation Trust
paiers@thecct.org.uk

Dr. Oliver Cox
Heritage Engagement Fellow
University of Oxford
oliver.cox@humanities.ox.ac.uk

Cover Image: The church of St Andrew at Covehithe. © CCT

My Areas of Research Interest

- Current Research Activity includes:
  - The future of the country house, and the history of country house studies.
  - ’Jewish’ Country Houses – Objects, Networks, People.
  - Horse racing and society in the British Empire from the early eighteenth-century to the present day.
  - Interpreting and understanding the eighteenth-century in the twenty-first century.
- Current PhD students’ research topics:
  - National Heritage in Private Hands: The Political and Cultural Role of Independently-Owned Country Houses in Britain after World War Two.
  - "We mould it according to our own lights": The Interpretation of the British Country House for the Visiting Public from the Mid-20th Century to the Present Day
  - Horseracing and the Victorian Aristocracy

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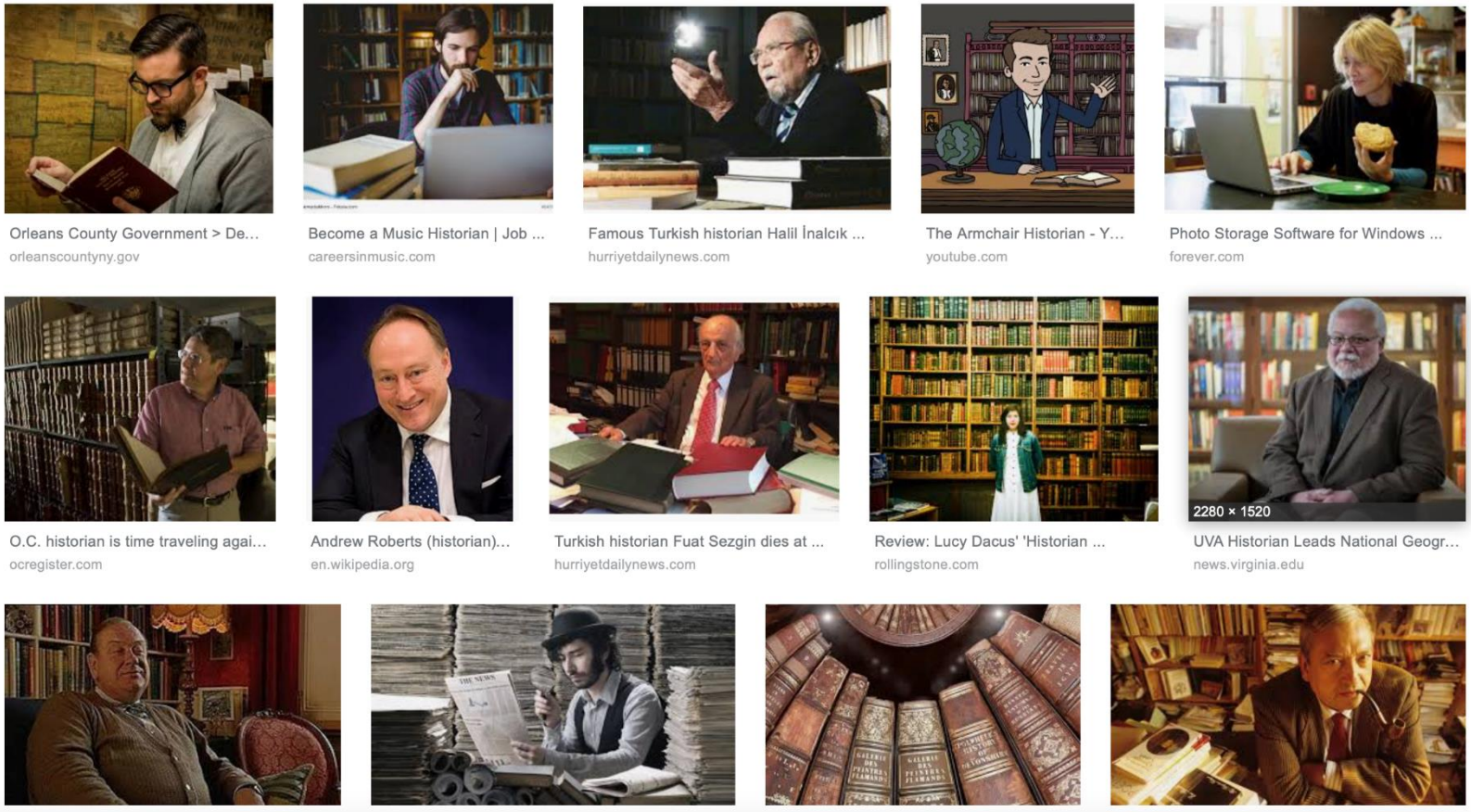
Who are you?

Why did I do it? Personal Experiences of Entrepreneurship

1. Address the image problem that historians have.



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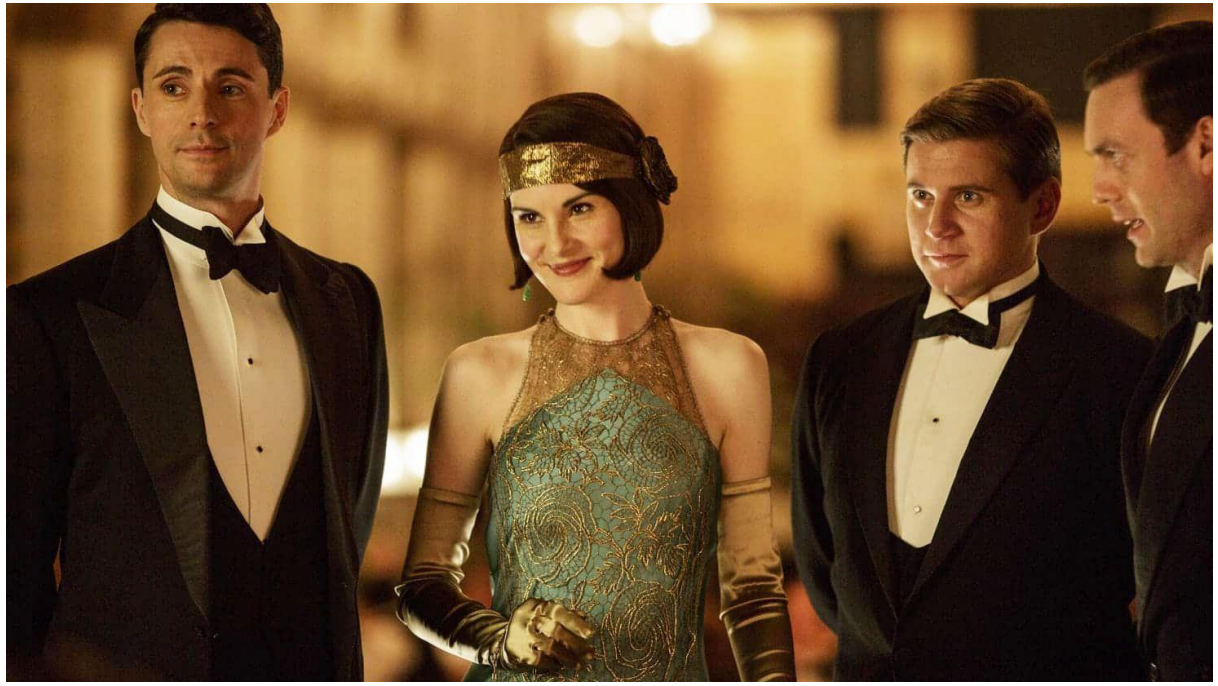
2. Address the image problem that historians of the country house have.



3. Share stories with a wider audience and find new routes to market.

Visiting figures

Properties open at a charge with more than 50,000 visitors in 2017/18.

Property	2017/18	2016/17
Giant's Causeway	693,312	665,581
Clumber Park[27]	653,065	107,257
Cliveden	490,708	475,604
Attingham Park	470,688	466,658
Belton House	445,821	450,293
Larrybane	435,330	432,984
Waddesdon[28]	467,756	423,436
Fountains Abbey Estate	413,513	414,035
Anglesey Abbey	392,646	371,593
Calke Abbey	392,581	356,436
Stourhead	389,169	395,341
Mottisfont	377,268	367,476
Polesden Lacey	356,133	364,802
St Michael's Mount	345,610	344,244
Wimpole Estate	343,357	319,269

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4. Creating Triple A Content

5. Breaking Free from the Academic Bubble and the Academic Mindset.

8 Ways You Know You're An Oxford University Graduate

Siobhan Morgan
The Huffington Post UK

Going to Oxford University is like living in a bubble for three years, amassing a library's worth of knowledge but losing a bit of your common sense along the way.

You come out at the end well-versed in everything ever written by Milton or a niche area of 18th century politics but you don't know how to exist outside of the eight week termly cycle and have probably forgotten that you don't need to wear fancy dress on a normal night out because you're so used to bops.

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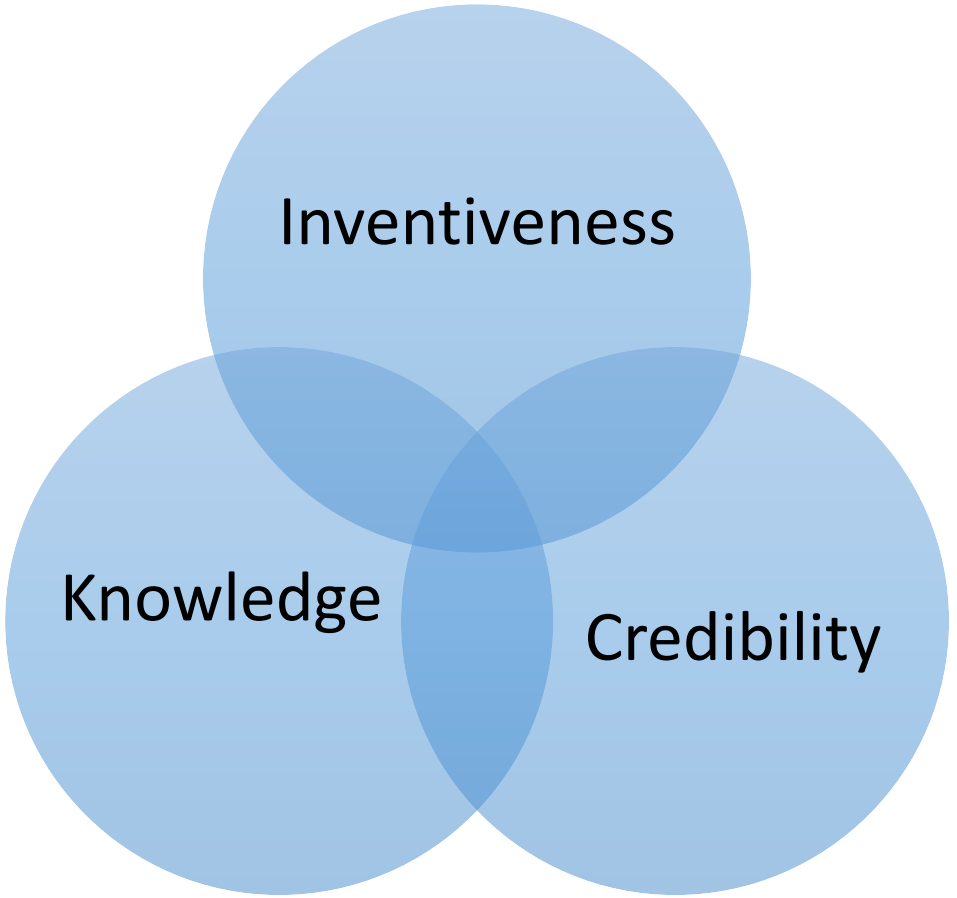
6. Create a distinctive and marketable identity.



Example Projects (1): Spun Gold TV

- Expert consultancy for 3 x 60 minute documentary celebrating 300 years since Lancelot ‘Capability’ Brown’s birth for Spun Gold TV.
- Two-days of workshops and meetings with production team.
- One-day of filming with Alan Titchmarsh at Wotton House.
- Sharing of research from D.Phil and research in progress as to contemporary relevance of Capability Brown.
- Opportunity to build public profile and awareness of difference – i.e. one of the very few young historians who can talk knowledgeably about landscape design in the eighteenth century.

SPUN GOLD

Home About Spun Gold West Programmes Contact Us News Work With Us Privacy Policy

Channel 4 to celebrate the genius of master gardener Capability Brown

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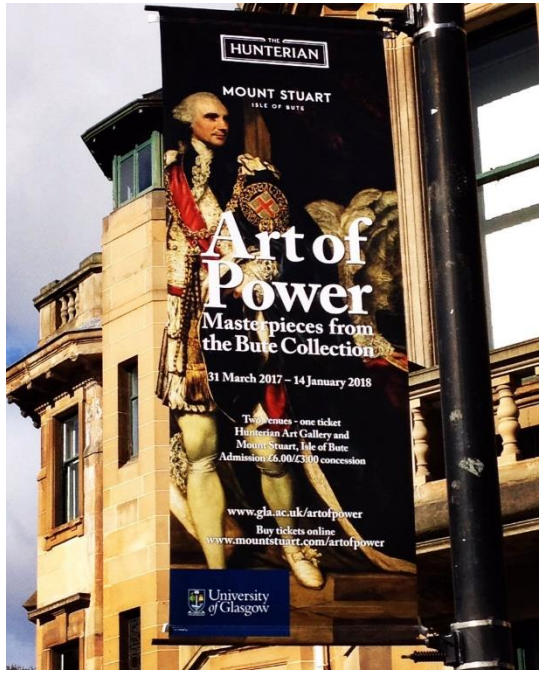
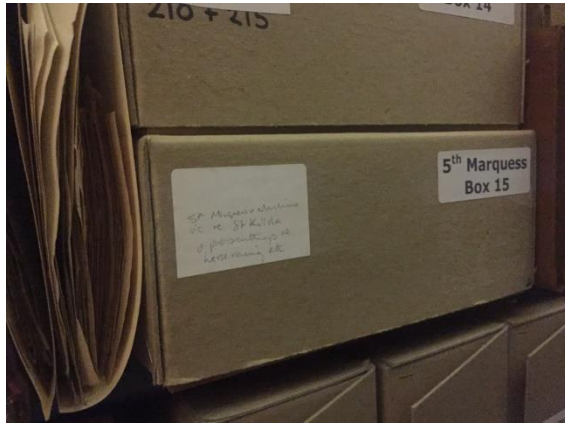
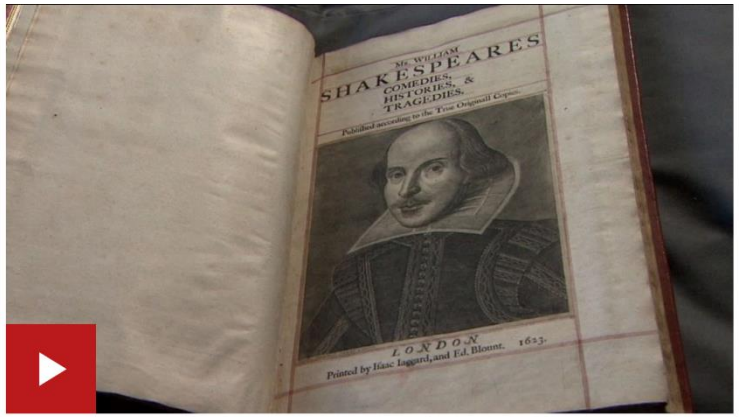
Example Projects (2): Mount Stuart Trust

- 3 day per month consultancy for Mount Stuart Trust, Isle of Bute, Scotland (18 month duration).
- Support a charitable trust, and privately-owned collection, to build connections with universities.
- Major public success through discovery of ‘lost’ Shakespeare First Folio.
- Contributed to exhibition, *Art of Power: Treasures from the Bute Collection* (Hunterian Museum, Glasgow), and peer-reviewed chapter in exhibition catalogue.
- Access to new research resources and material in a previously under-researched archive resulting in peer-reviewed publications.
- Brokered connections with Yale University and Paul Mellon Centre for British Art.







Shakespeare's First Folio discovered on Isle of Bute

A copy of William Shakespeare's First Folio has been discovered in a stately home on Scotland's Isle of Bute.

One of the most sought-after books in the world, the copy, printed in 1623, was verified by experts from the University of Oxford.

07 Apr 2016

Share

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Example Projects (3): Chatsworth House Trust

- 5 days of Consultancy for Chatsworth House Trust to support content development and writing for *Treasures from Chatsworth Exhibition* at Sotheby's New York.
- Collaborated with exhibition designers (David Korins Studios, New York) via conference calls to ensure coherent narrative and object placement to support the key messages for Chatsworth House Trust.
- Brokered introductions for CHT's Head of Development with speakers for associated talks and private view programme in New York.

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Example Projects (4): Thompson Harrison

- Associate for London-based leadership and organisational development consultancy, Thompson Harrison, which works with senior leaders and their teams to transform their organisation in response to a fluid context and a changing set of stakeholder expectations.
- Deliver bespoke experiences for senior leaders – including architectural walking tours and ‘thinking historically’ session.
- Opportunity to develop a range of products and experiences for the corporate market based more on methodological approaches, rather than factual knowledge.

Dr. Olly Cox

Oliver Cox is **Heritage Engagement Fellow at the University of Oxford**. He leads the University’s partnership work with the UK and international heritage community, and is co-lead of the Oxford University Heritage Network. Oliver works at the **intersection between historical research and its application in cultural and commercial contexts**, creating authentic, accurate and accessible content to engage and inspire. He’s especially excited by the potential for ‘historical thinking’ as a leadership and development tool. Oliver is a historian by training and received his undergraduate, masters and doctoral degrees from the University of Oxford. He teaches architectural and cultural history with a focus on the eighteenth century, and is a Faculty Member for both the Oxford Strategic Leadership Programme and Oxford Cultural Leaders at the Said Business School.

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Example Projects (5): Oxford Strategic Leadership Programme

- Deliver ‘Thinking Historically’ session as part of one-week residential programme with Oxford’s Said Business School which explores the skill and craft of the historian.
- How do historians approach problem?
- How do they translate large data sets and source material into compelling stories?
- Are there aspects of the historians’ craft that can be usefully harnessed by leaders – regardless of sector or specialism?
- Kintsugi – the art of repair and the role of the historian.

Oxford Strategic Leadership Programme

Gain a greater clarity of thought and vision for your leadership

Apply now | Download the brochure

Start dates: 15 November 2020 / 23 May 2021
Duration: 6 days
Location: Oxford
Cost: £13,500 plus accommodation

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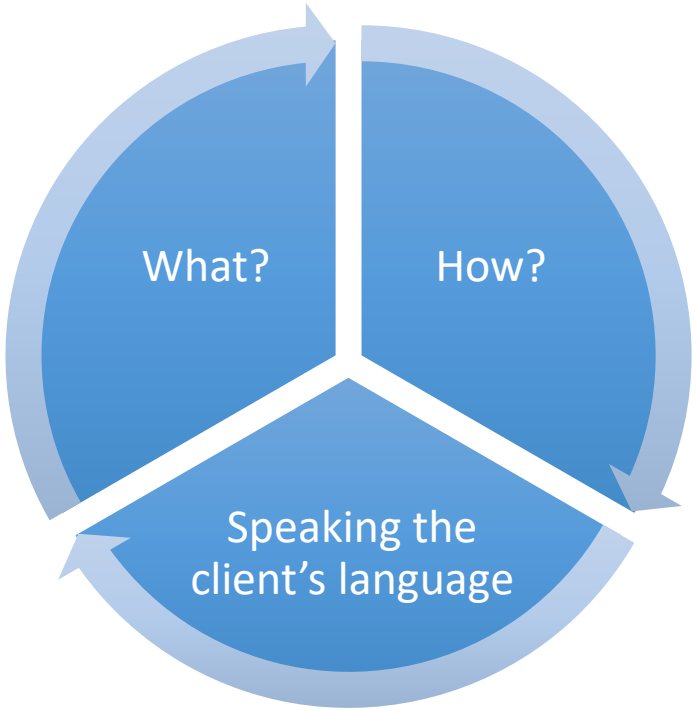
TORCH THE OXFORD RESEARCH CENTRE IN THE HUMANITIES
UNIVERSITY OF OXFORD

Varieties of Entrepreneurship in SSH

Period/Site Specific Expertise

Methodological Insights



OXFORD UNIVERSITY HERITAGE NETWORK

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UNIVERSITY OF OXFORD

Why do I do it?

- **Money:** Consultancy offers the opportunity to make a meaningful top-up to a base salary.
- **Reputation:** Builds advocates for me and my work in a variety of different sectors.
- **Networks:** Develops my professional networks, meaning that I have a well-developed sense of what matters and why to a range of potential partners.
- **Skills Development:** Develops my ability to articulate what it is I do as a historian and why it matters.
- **Different not Discount:** Consolidates my position as someone that offers something unexpected, especially from an institution as traditional as Oxford.
- **Purpose:** I'm convinced that it is only by building counter-intuitive advocates for museums and heritage sites that we can secure their survival.

Workshop 1: Mapping the Barriers to Consultancy and Finding the Opportunities .

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Group 1: What are the barriers to consultancy in SSH?

Individual Academics

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Universities

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External Partners/Clients for Consultancy

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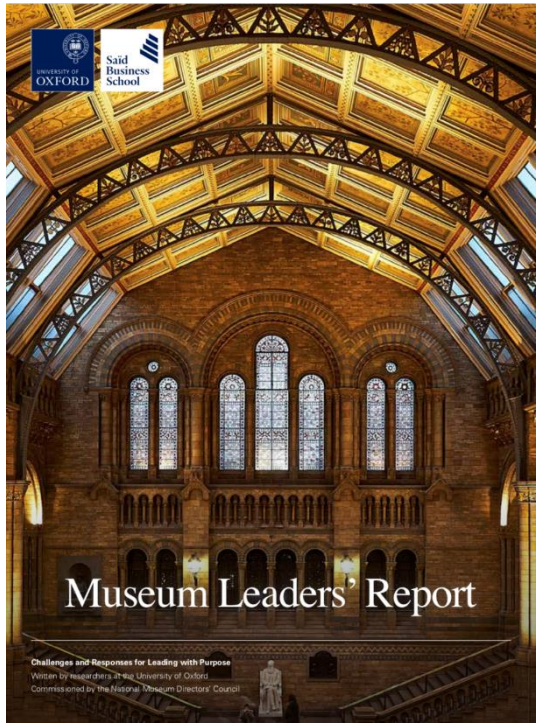
Creating an Entrepreneurial Mindset: Finding Clues from an Adjacent Sector.



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Supporting and developing individual leaders

'I think what museum directors need now is a certain kind of grittiness - a kind of business awareness in numeracy certainly matters and also a kind of impresario streak that you need in order to do this job these days, because it's a very noisy world out there.'

Museum leaders talked about how they responded to the personal challenges of their roles. Leaders described having to build sources of support for themselves, because there is no systematic provision in the sector for top-level leadership development, and they point to this as a risk limiting the effectiveness of future leaders. We have identified a number of shared concerns, and common methods through which leaders secure a supportive environment for themselves.

Acknowledging doubt

Leaders talked about 'doubt' as both a symptom of the difficulties of decision-making and a tool for responding to them – if they acknowledge doubt and empower others to advise and assist. Research on CEOs in other sectors highlights the importance for senior leaders everywhere of harnessing the productive power of doubt. Acknowledging doubt helps to reduce uncertainty, mitigate risk, sharpen perception, and tame anxiety. Leaders acknowledge this readily.

'It's a really good thing to worry. When I was recruiting I'd look for people who seemed to me to worry well… If you worry well you are openly and flexibly thinking aloud, exposing yourself to as many factors as possible. I think it's not so much some guilty secret that leaders have to confess to, but the absolute emblem of what leadership is.'

A trusted team

Museum leaders work to find the best information possible to guide their decisions, often from experts and stakeholders who will be affected. Leaders provided examples of how they successfully draw on a team of trusted senior managers to access diverse views to inform their decision-making. Many leaders specifically commented on the value of having top team members who come from a variety of backgrounds in terms of experience, skills and qualifications, to provide new and differing insights. Significantly, they emphasised a need to build teams of experts and enable them to do their jobs without directive leadership.

'My job [is to] work with [my team] and hopefully support them in a way that they feel that they have the autonomy, resources, collective direction to do the best job that they can, and invariably they do an outstanding job. So I don't direct, I rarely intervene.'

Professional and personal support networks

Finding sources of support from peers with similar challenges and responsibilities is certainly important for leaders in any sector, but the complexity and diversity of organisations within the cultural sector make this harder to achieve. Leaders expressed various ways in which they have found – or even founded – networks of peer support. Notably, many describe their 'peers' as being outside the sector: leaders of comparable levels of responsibility in almost any industry, also facing, sharing, and comparing the challenges of senior leadership generally.

'It's very important that you have some respite, whether that's through family, through church, through holidays, you have to find ways to in a sense put your job in the right place in your work life balance.'

Networks outside the sector were particularly prized as a means of accessing differing perspectives and overcoming feelings of loneliness. Support from family, friends and private networks was mentioned as important for leaders to overcome feelings of anxiety and to cope with the rapid changes and difficult decision making inherent in their role. In particular, mentors – often former leaders – were described as key sources of advice and support. Physical and mental practices to maintain health, such as exercise, hobbies and socialising, were presented as integral to leaders coping with their professional challenges.

Finally current leaders take responsibility for developing future leaders. They see this as a duty that helps them to become more effective leaders themselves, and also allows them to scale their impact through the influence they have on the new generation of cultural leaders.

Reflecting on the Session – Actions to Take Away

Hacker – ideas and processes that can be adapted and used, processes that can be re-engineered for your practice.

Thief – what, if anything, will you steal with pride from this session – stories, methods, language insights?

Any Questions…?

Mark Mann

Innovation Lead, Humanities & Social Sciences, Oxford University Innovation &

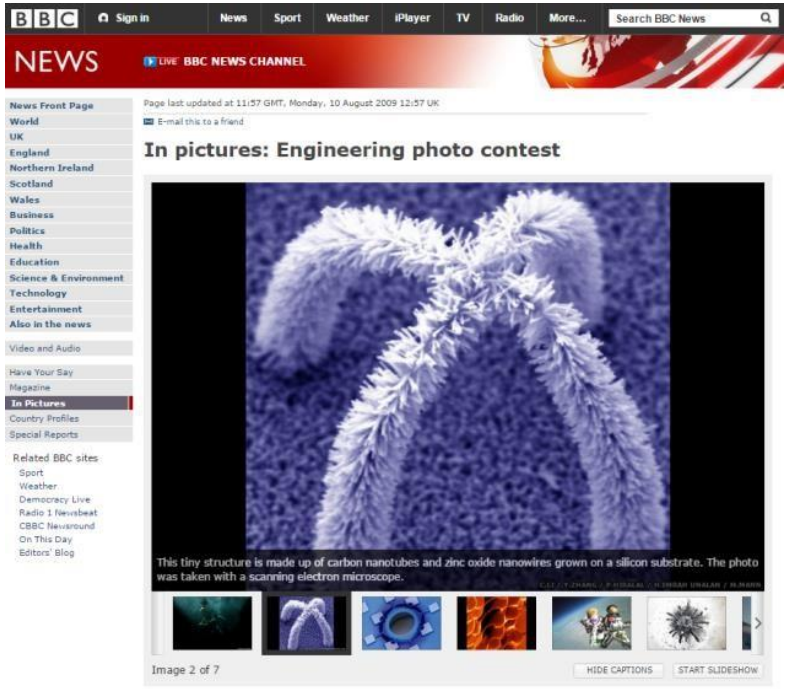
Senior Consultant, Oxentia, United Kingdom

STARTING A COMPANY AND STUFF

MARK MANN

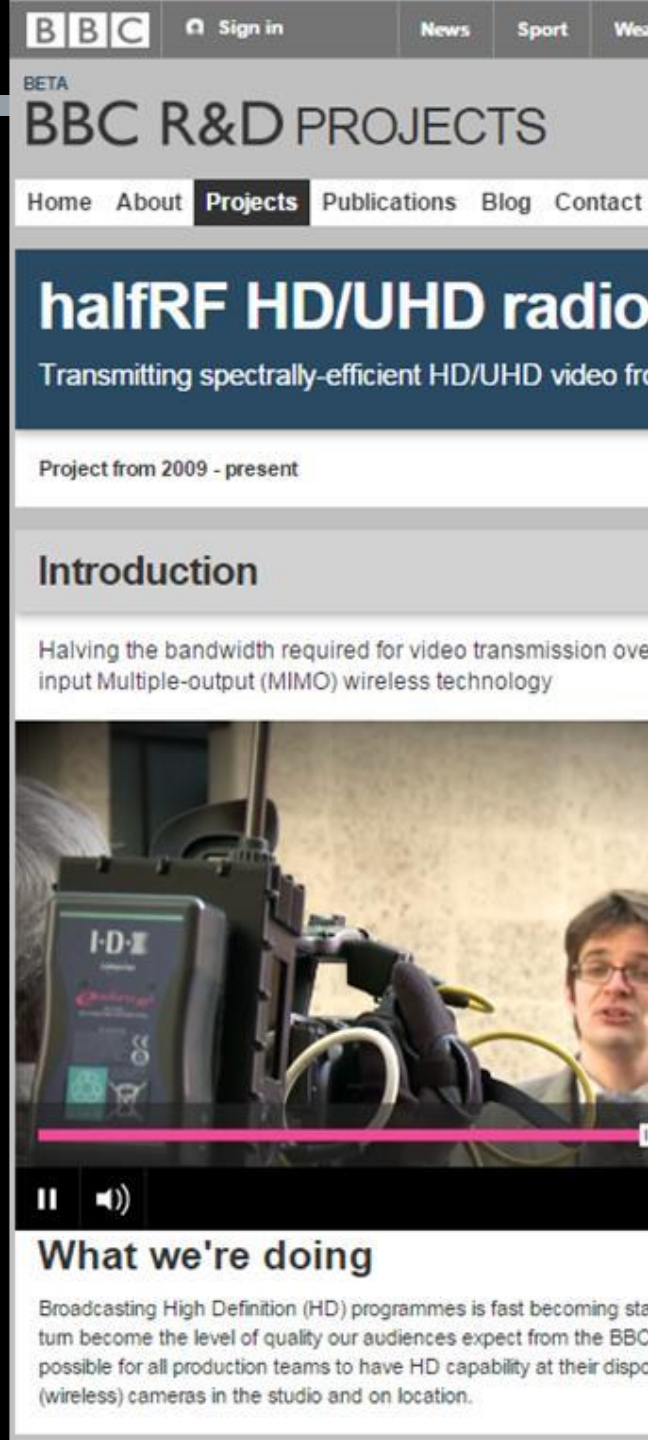
ABOUT ME

- PhD and Postdoc in Nanotechnology



ESCAPE!

- I joined the BBC's R&D Department as a trainee.
- Learnt how to do software engineering and dress like a Teenage Mutant Ninja Turtle.



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Inkpath

Oxford Semantic Technologies

COVATIC

META BOARDS

Oxsed

OxVent
A social enterprise for mechanical ventilation
Scientists | Clinicians | Manufacturers

6 D . A I

COMPANIES I HELPED TO START

THEY ARE ALL VERY DIFFERENT FROM EACH OTHER

ROGUE INTERROBANG

OxLOD

SOPHIA OXFORD

PalaeoPi
Photo to 3D for all!

SKYLARK WORKS

KERCHUNG!

Busy busy making new stock for Christmas!
Yes, I said the C word because for makers it really starts in September

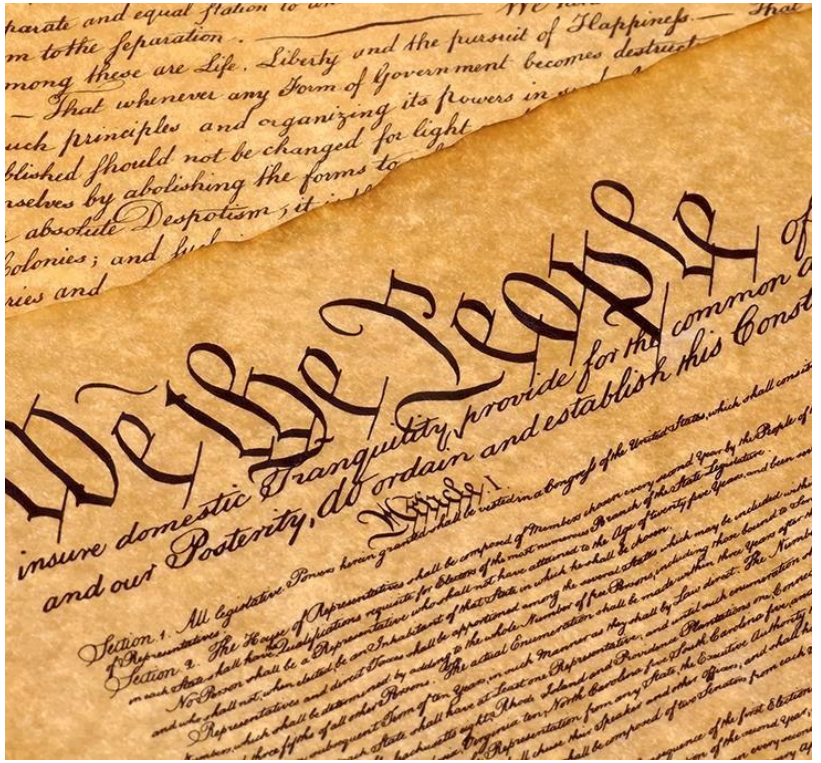
SUMMARY OF THIS AFTERNOON

- What on earth is a company? What are they for?
- Why would you want to do one and when?
- How do you start one and what part do you play in it?
- What are the different types of company?
- Dos and don'ts.

PS – obviously we have attendees from across Europe and I will need to make sweeping generalisations about companies which may not work in every jurisdiction.

LEGAL ENTITIES

- When you want to do something for someone else you can either do so as an individual or as a team.
- When you are doing it as a team you need to have some form of agreement between team members to determine who is responsible for what and to set out how decisions are made.
- This is normally written down in a document that everyone signs.
- The thing you create may be an organisation of some sort.
- An organisation will have governing documents, which puts in writing how the organisation functions. This can be called a Charter, a Constitution, Bylaws (USA), Articles of Association etc.



COMPANIES

- A company is one form of organisation where one or a number of people work towards a goal, usually selling a product, or selection of products over and over again.
- A company has a publicly available governing document which states who controls it, how, and broadly sets out how decisions are made in it.
- This is often complimented with another (private) document which deals with more private matters between the controllers of the company setting out how more mundane decisions are made in the company, more clearly defined.
- The company is the legal entity through which organisations sign contracts such as employment, suppliers, selling products or services. The agreement is with the company as the legal entity and with whoever/whatever the agreement is involved.

DECISION MAKING IN A COMPANY THERE IS FLEXIBILITY

CEO	**Day to day**
Board of Directors	**Biggish decisions**
Membership/Shareholders	**Biggest decisions**

What is a day to day decision? What is a big decision?
How many have to agree? 100%? 75%? 51%? Does someone have a veto?
Who goes on the board and for how long?

WHAT ARE COMPANIES REALLY FOR?

- Companies are there to determine who goes to prison when something goes wrong.
- They protect customers of the company, suppliers of the company and the members of the company.
- It would be unfair to send everyone to prison every time something goes wrong, which is why being in a company LIMITS what you are responsible for.
- In the UK, companies are normally called XXXXX Limited. The limited means *limited liability* – i.e. it limits what you are responsible for if things go wrong.

HURRAY! THIS MEANS I CAN'T GO TO PRISON IF I HAVE A COMPANY?

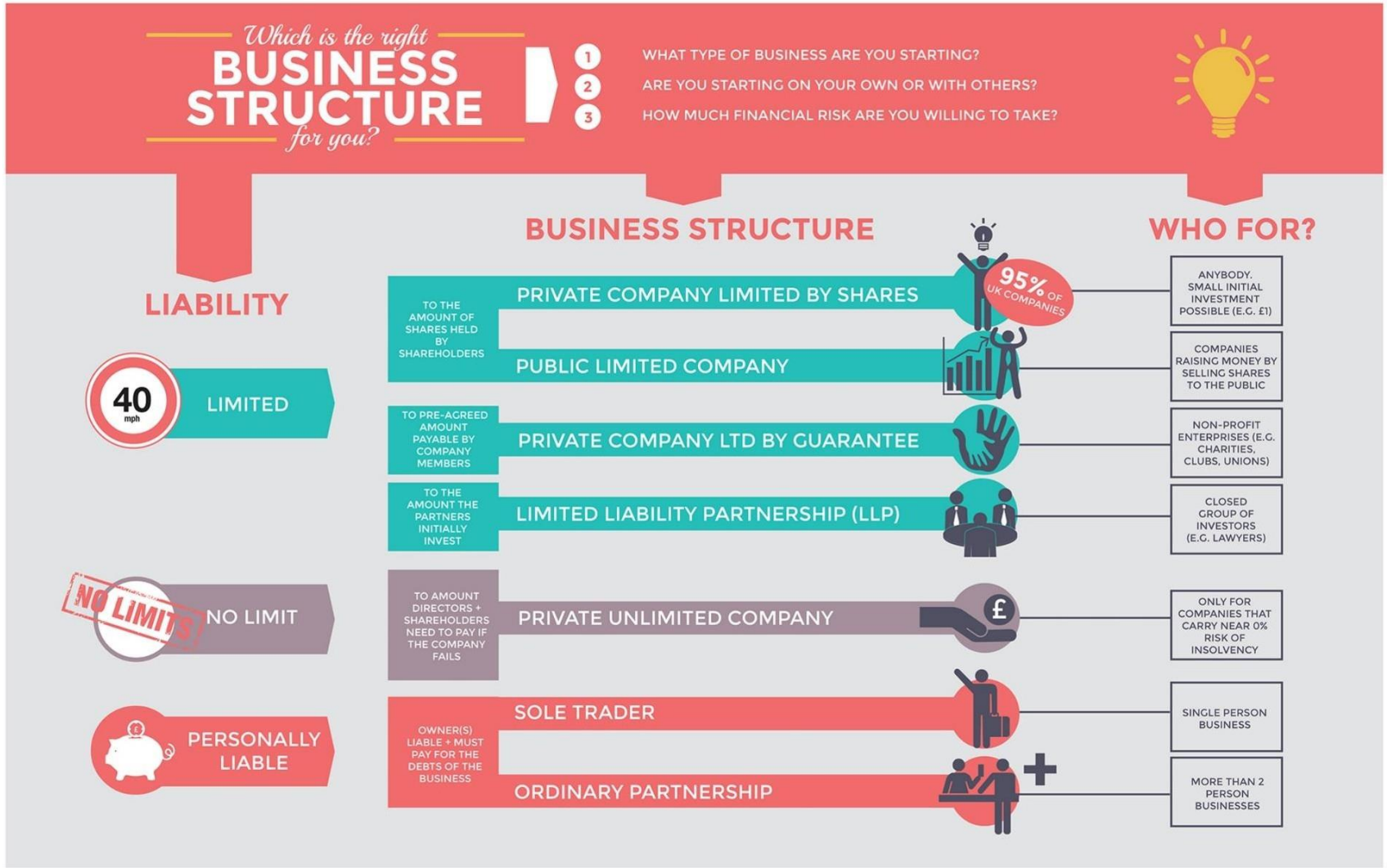
- No.
- If you do something which is illegal then you will still go to prison. Examples are:
  - Killing someone deliberately or through negligence.
  - Selling something you don't own (fraud).
  - Stealing things.
  - Signing a contract when you know you are not going to have the money to pay for it.
- If you can demonstrate you have followed the rules, you won't go to prison.

EXAMPLE

- A company in America asked me how to do things that looked similar to the thing in the top picture.
- It involved using equipment with dangerous gases and high voltages and electric currents.
- I had a few consultations with them and they asked me to invoice for it.
- I never did. Why?
- There was no contract stating what liability there was – i.e. who would be responsible if someone took my advice and accidentally blew themselves up?
- If there was, as it is a big company, they would have said “yours,” or you don’t get any money.
- If I took their money and someone was injured as a result of my advice, they could have sued me for damages and if it was with me as an individual, I could have lost my house.
- If instead you wrap up the liability in a company and insure against that liability, you would not lose your house if you haven’t broken a more serious law, though you might lose your company.

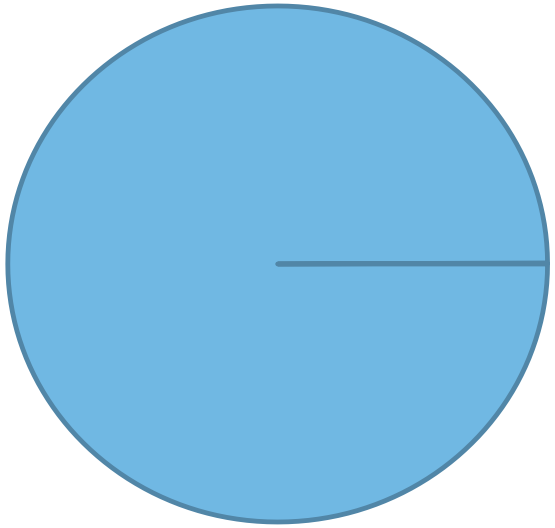
THE DIFFERENT TYPES OF BUSINESS STRUCTURES

- This is UK-focused, but you will have the equivalents in yourown countries.
- There will be additional legal forms of company in your individual countries such as:
- Cooperatives
- Associations
- Clubs
- etc



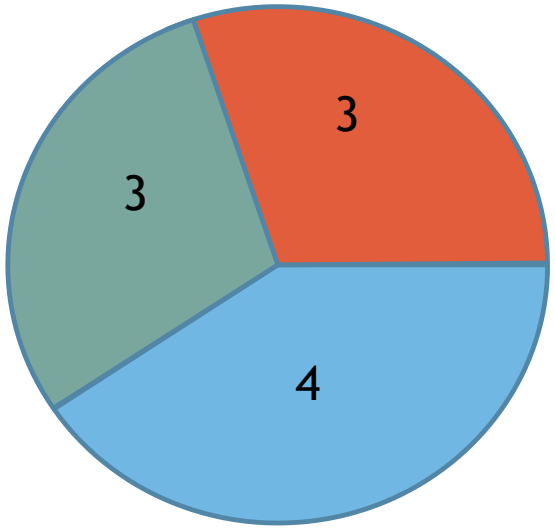
SHARES COMPANIES

- A shares company is a company you can start from nothing.
- In its most basic form you can have one shareholder and one share and if you are starting the company, you get to choose.
- You register the company and start a bank account for the company.
- You set the price for how much it costs as it is yours. Typical amount in the UK is £1. So you pay £1 from your own bank account into the company's bank account to pay for your share.



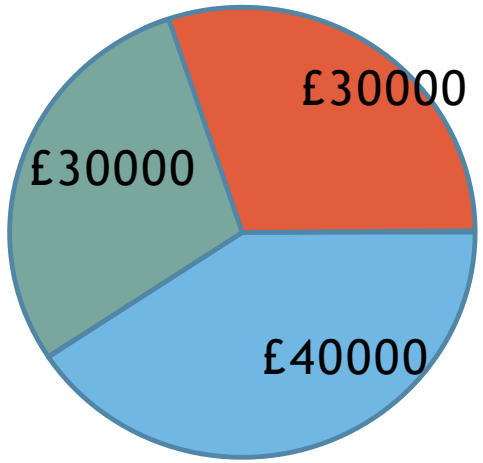
SHARES COMPANIES

- Instead of one person, you might want say 3 people starting a company.
- Between you, you agree what share everyone gets. You might want to split it 30:30:40.
- So you create 10 shares, 2 people get 3 shares each, the other gets 4 shares.
- Again, you set the price for how much it costs as it is your company. So at a share price of £1 you pay £3 or £4 from your own bank account into the company's bank account to pay for your shares, depending on who you are.



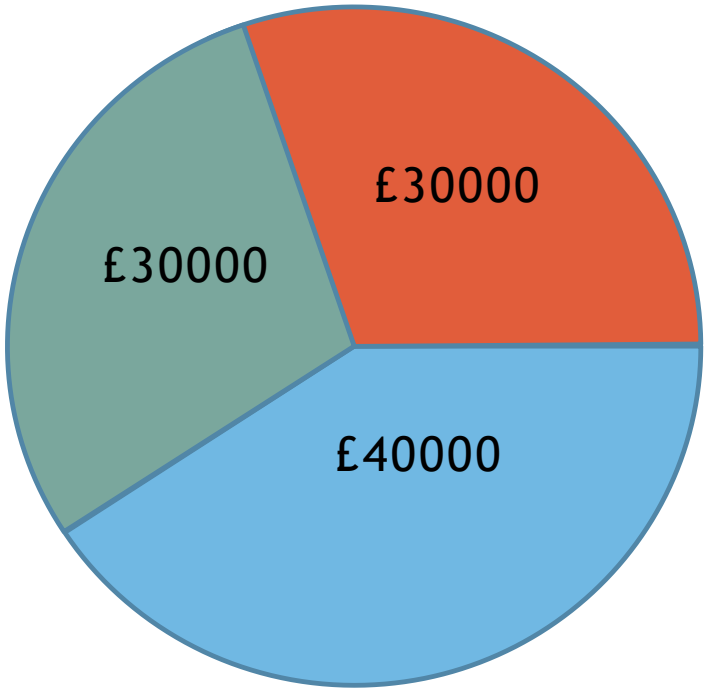
COMPANY GROWTH

- As more and more products are sold and more profits are made, the value of the company, and therefore the shares grows.
- As a rule of thumb (and there is huge variation), the value of your company is roughly 3-5 times your annual turnover (which is the amount of money you bring in during a year). But valuation varies depending on profit levels, sector, “stickiness” of your customers…
- If the company makes a profit, the directors decide how much of the money stays in the company, and how much can be taken out of the company in the form of dividends.
- Dividends are paid proportionately to how many shares you own.
- So you can either pay yourself a wage from your company, or you can pay yourself in dividends, or a mixture of both.

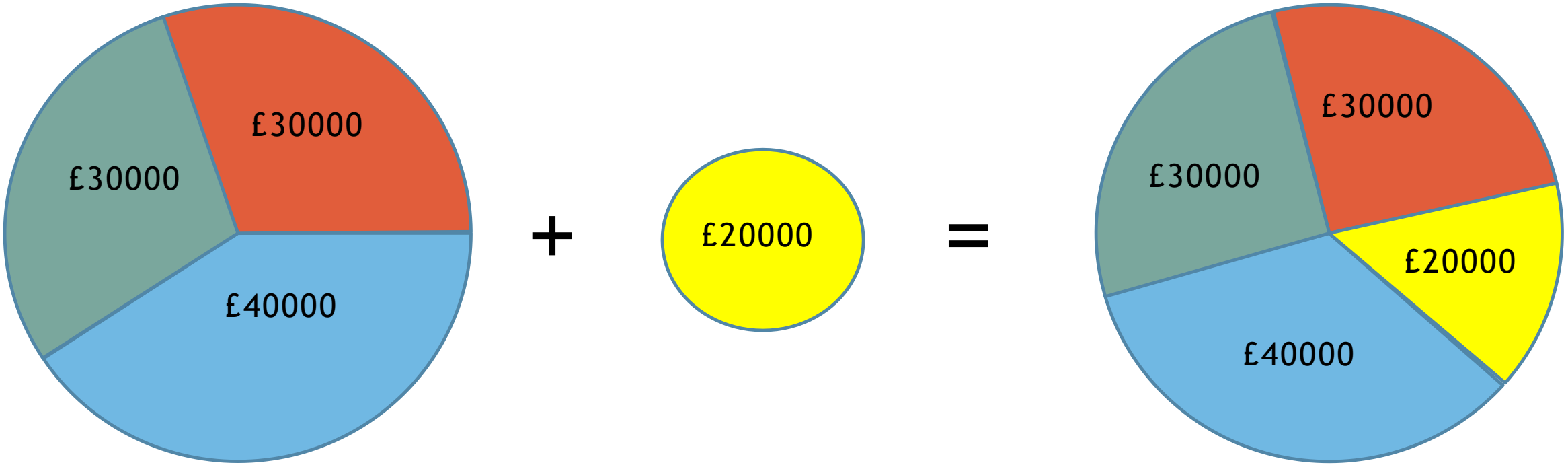


INVESTMENT

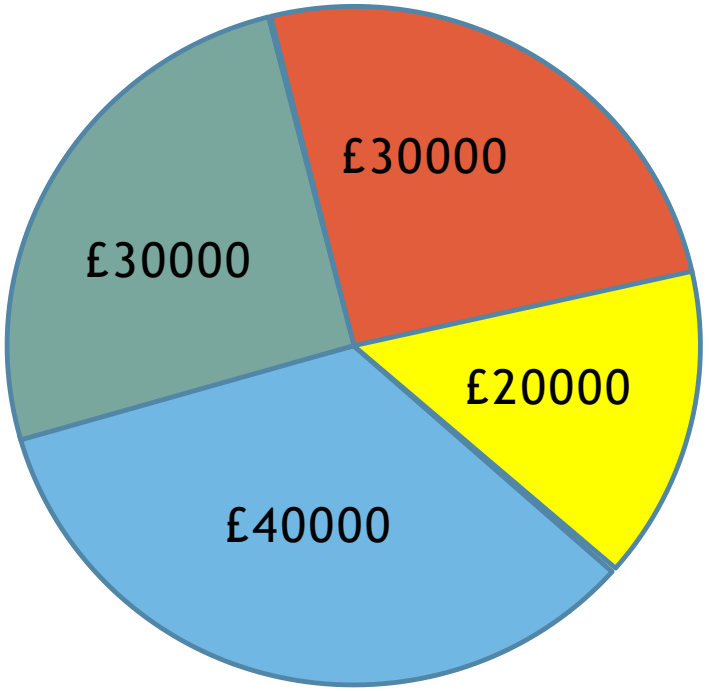
- You might decide that you want to expand your business and to do that you need more funding than you bring in by selling products.
- You only do this if you think you can make the business grow more than the money you need to put in.
- You can get this money in a number of ways:
- Someone could give you it (a grant or donation)
- Someone could lend you the money (a loan from a bank)
- Someone could invest in your company (you sell a new person or organisation new shares that you create)



INVESTMENT 2

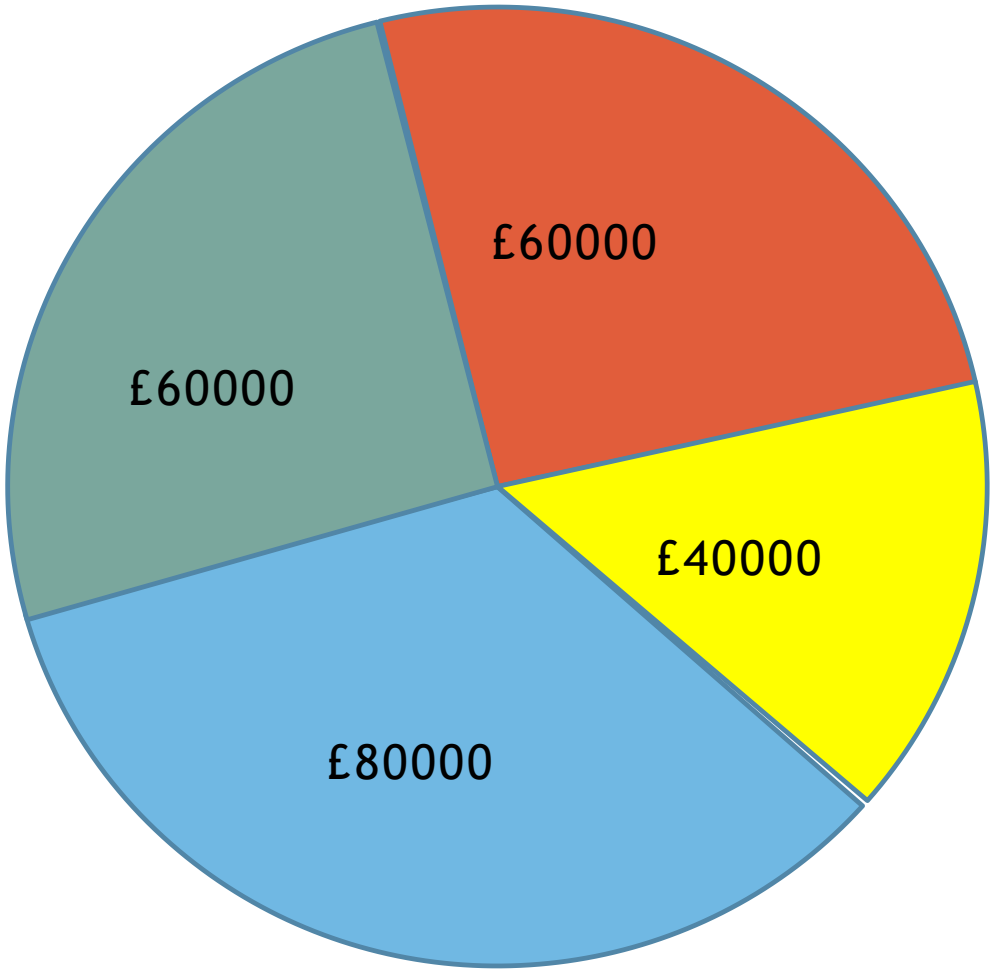


INVESTMENT 3

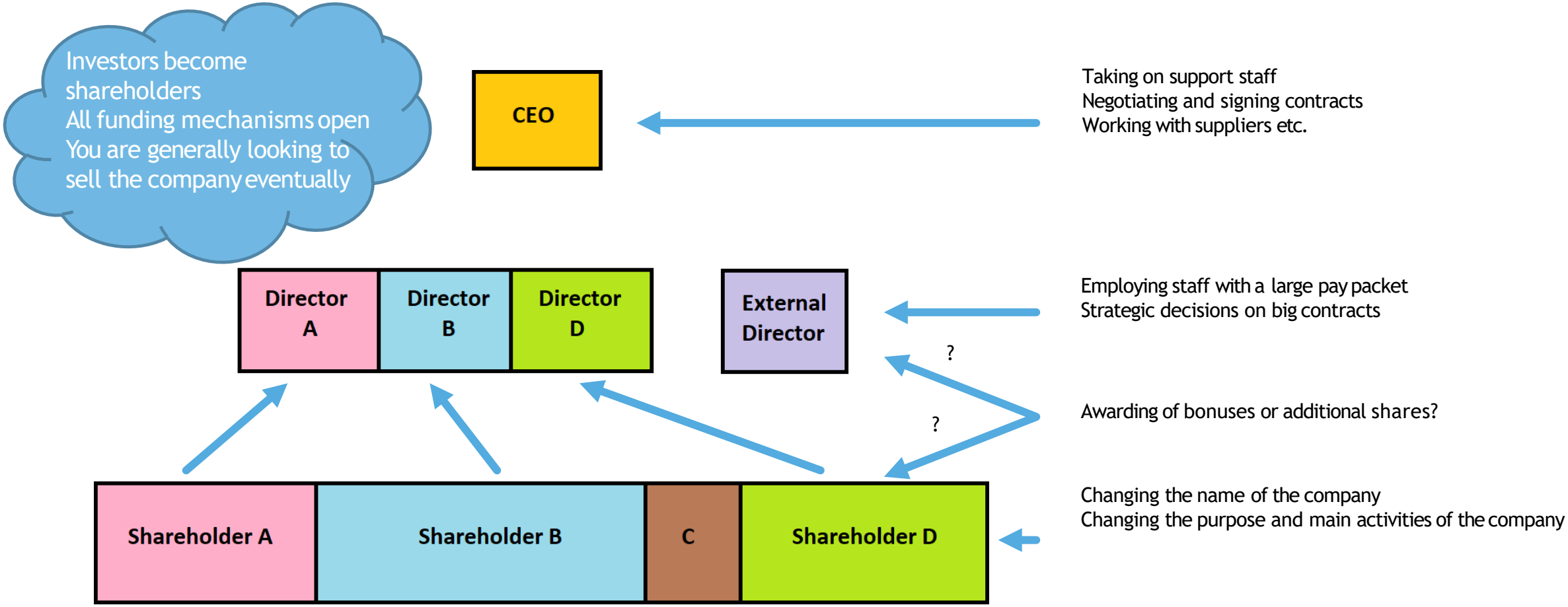


Spend the investment money & hopefully…

x2 =



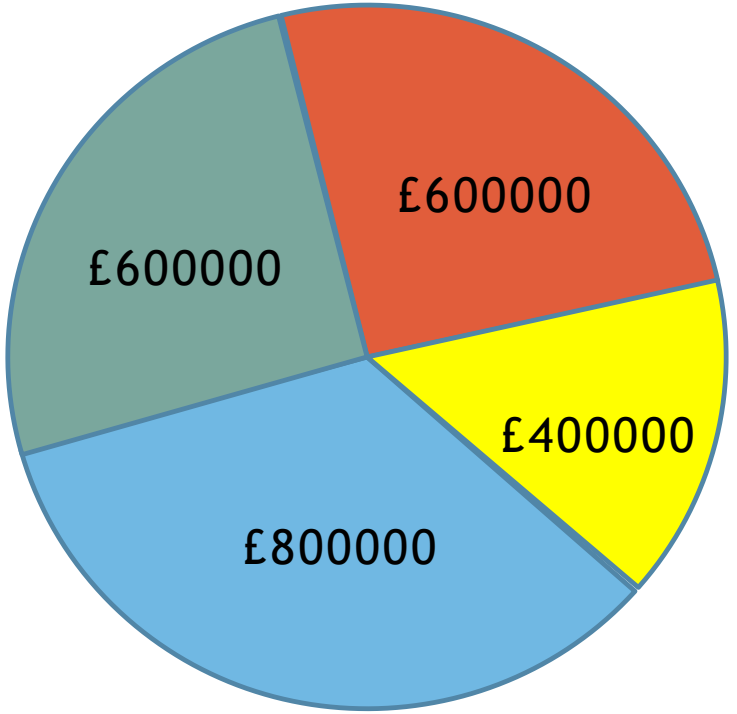
DECISION MAKING IN COMPANIES LIMITED BY SHARES



Investors can have disproportionate power, but are bound by the social purpose. That is why the protected clause is important.

SELLING THE COMPANY

- At some point in the future you might all decide you've had enough and you want to sell the company to someone else to run.
- Alternatively, a bigger company might look at you, think you're great and ask to buy it so they can absorb you into their business. This is known as a takeover, or "exit."
- As part of the deal you may be asked to join the board of directors of the bigger company.
- Alternatively they may ask you to go away and leave them to it; you take your money and run.
- Valuation here is £2.4m. Big company pays £2.4m and you each get the value of your shares.
- Investor happy because £20000 has become £400000.
- Founders happy as £3 has become £600000.



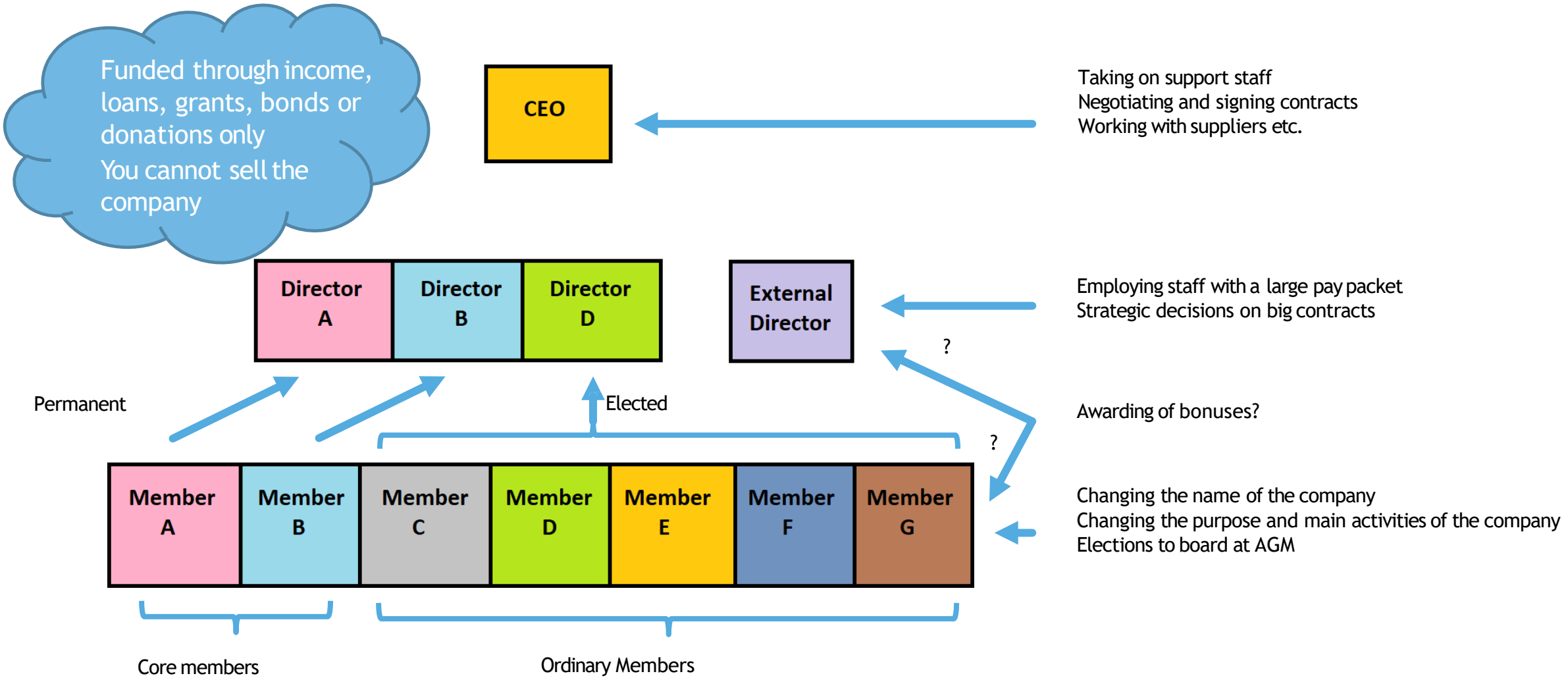
THE STOCK MARKET

- The other way to “exit” a company is to “list” it on a stock market. You convert it into a PLC (a Public Limited Company) or equivalent.
- This stops your company being private. This means complete strangers can buy shares in your company and you have to share far more about the inner workings of your company.
- You would do this if your company was worth a few hundred million euros and you wanted to raise millions more in cash.
- You lose control of your share price. Your shares are traded and the company value goes up and down based on its financial performance.
- You can also sell your own shares and if the value shoots up when your company lists, you can make a LOT of money.

GUARANTEED COMPANIES – MEMBERSHIP COMPANIES

- This type of company does not have a shares.
- The company operates in much the same was as a shares company. It has directors, a CEO, and the members have the same rights as shareholders would in a shares company.
- Members give a nominal guarantee to cover the company's liability, normally limited to £1 in the UK.
- By not having a shares, these companies are traditionally associated with charities, trade associations and not-for-profit companies.
- It isn't a company which can be sold like a shares company.
- It can be wound up, and all its assets sold or transferred to something or someone else.
- It means you can't raise money through investment. Only grants, donations and loans are available.

COMPANIES LIMITED BY GUARANTEE

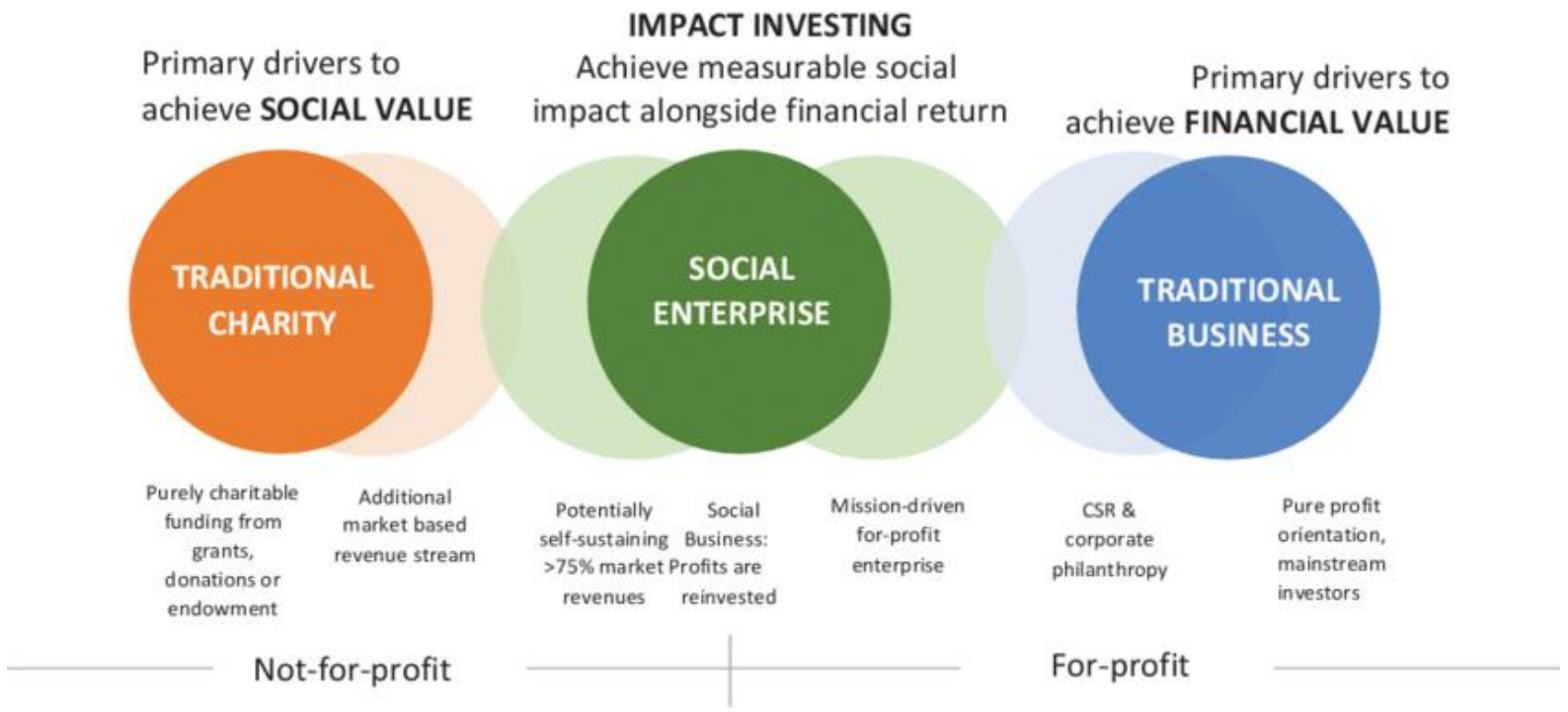


SOLE TRADER

- Something you would typically do if you were working by yourself and the risk is low.
- Plumbers, electricians, gardeners, freelance artists, etc who don't expect to earn a terrific amount of money doing what they do and aren't likely to be sued if something goes wrong will operate as a sole trader.
- In most countries it is the most tax efficient way to operate, however
- When a company goes bust, these are the people that suffer the most. You could fix a boiler for a company, issue a 60 day invoice, the company goes bust in that time and you don't get paid.
- When my football club went bust, lots of sole traders lost a lot of money because they didn't get paid.
- Remember, this is the one you lose your house on if something does go badly wrong.

WE'RE A
SOCiAL
ENTERPRISE
BUSINESS WHERE SOCIETY PROFITS

COMPANIES



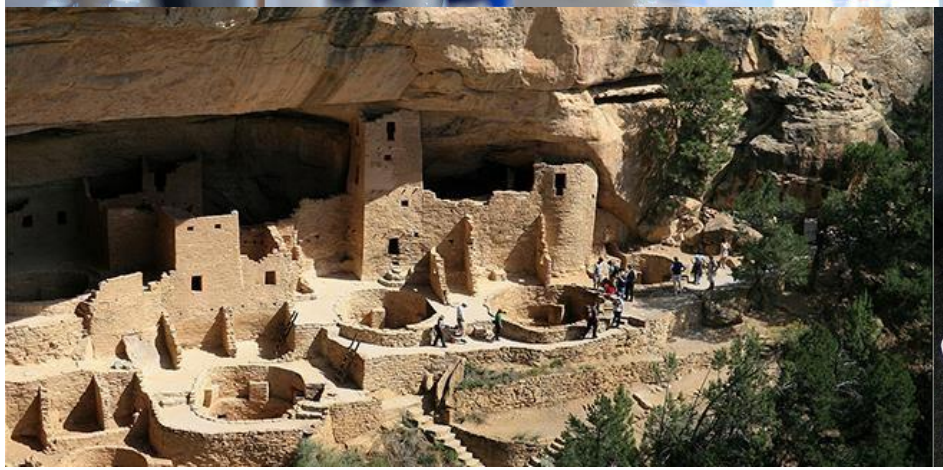
There are different types of company and the type of company you get depends on the constitution you create.

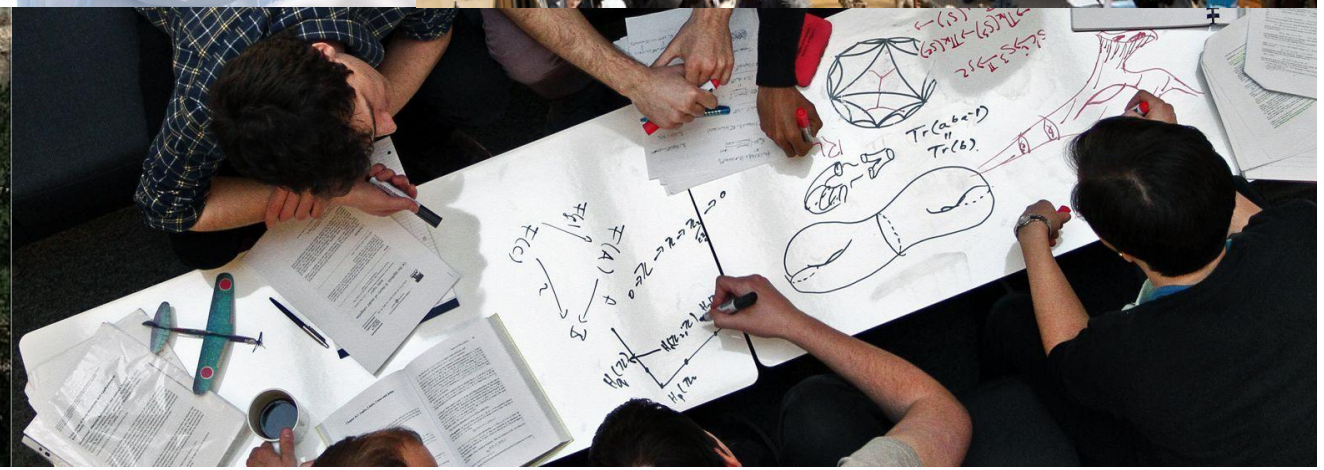
A mainstream business is a company with shareholders

A charity is a company with members

A social enterprise is a company with either shareholders or members depending what type you choose when you form it.

SOCIAL ENTERPRISE CAN BE APPLIED ANYWHERE FROM HI-TECH TO SERVICES





SO SOCIAL ENTERPRISE GIVES YOU CHOICE?

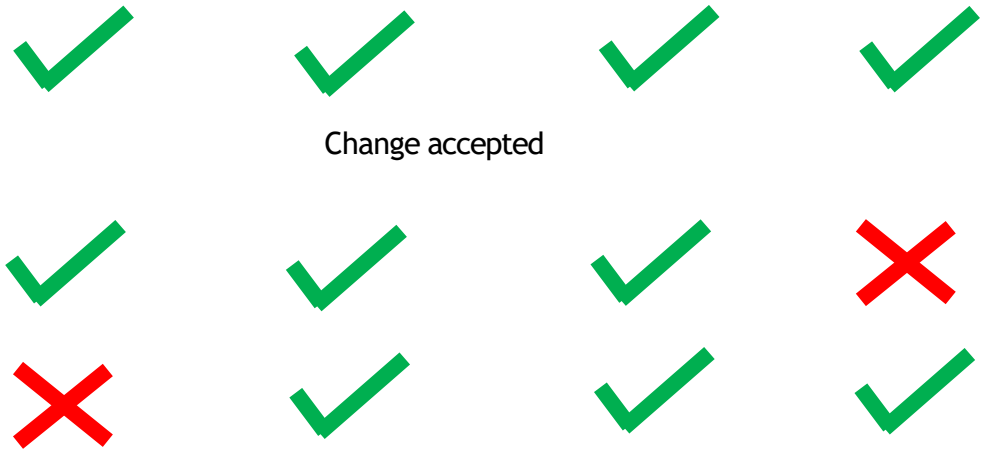
- Yes.
- There are many types of social enterprise which means there is argument over what the precise definition is.
- However, it is NOT a charity and it is NOT a mainstream business in which consideration is only made for maximising a financial return to its shareholders.
- It is generally agreed that a social enterprise or social venture must have a mission statement which isn't purely financial and in which that mission statement binds the directors of the company to make a positive impact alongside financial sustainability of the company.
- What this means is that you can craft the type of social enterprise to fit with your project, rather than "shoe-horn" your proposed activities to fit with mainstream business or charities

WHAT IS A SOCIAL ENTERPRISE?
PS: THIS IS MY DEFINITION

- A social enterprise is a business that applies commercial strategies to maximize improvements in financial, cultural, social and environmental well-being—this may include maximizing social impact alongside profits for external shareholders.
- Specifically, this purpose is enshrined in a clause in the Articles of Association of the business where each of the Founders has the power of veto over changing it.
- It is not:
  - A charity
  - Something that won't make anymoney.
- It might however:
  - Be a "not for profit"
  - Return money to a University Department to do more research
  - Not "make enough money" for mainstream VCsto be interested in it.

PROTECTING THE PURPOSE

Want to change the purpose?



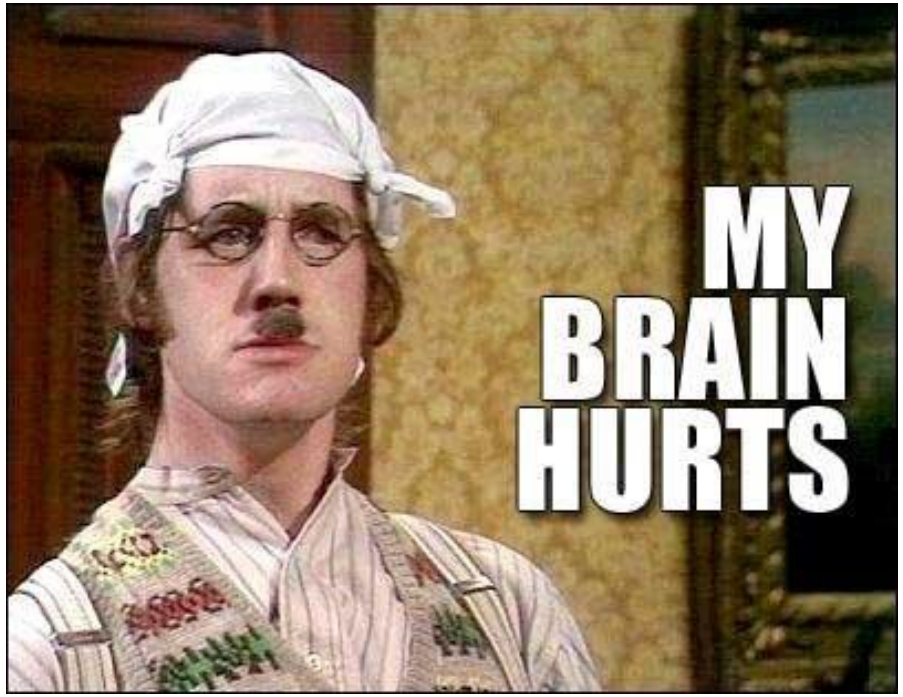
Change accepted

Change rejected

"This company will focus on providing technical and service-led solutions to improve the water management of communities in need in ODA countries. The company will always seek to maximise the number of people it can help and become financially sustainable in doing so."

This is designed to guide the decision makers in the company on how they should make those decisions.

HOW THE HELL DO YOU CHOOSE WHICH ONE?



You focus on the idea and what you want to achieve with it and then:

GET SOME ADVICE FROM SOMEONE WHO KNOWS WHAT THEY ARE DOING.

FIRST HUMANITIES SPINOUT IN 2011 – IN CLASSICS
OXFORD MULTI-SPECTRAL

- Uses infrared/UV to detect faded ancient inks.
- Papyrus scanning empire?
- A little short of demand BUT
- Useful for fraud detection – now being applied in China.

WERE WE APPROACHING THIS IN THE WRONG WAY?

+

=

- What do you ACTUALLY want to do?
- What got you interested in studying the problem in the first place?

PalaeoPi

OUMNH Cave Bear Atlas
by PalaeoPi

OXWATER FROM GEOGRAPHY (SPINNING OUT NOW)
USING AI IN THE FIELD TO DETECT A BROKEN PUMP BEFORE IT BREAKS

- A box of electronics on the back of a hand pump to measure how it is being used + machine learning to infer when a pump is ABOUT to break
- This was patented – EU & US
- "You could apply this to the oil industry…"
- The academics involved wanted to make a social impact and were not interested in oil.
- They started a company without our help.
- Now we are trying to help it grow.
- Idea protected but in the wrong place and there is not much point in protecting it in the place it is used.

Although the Smart Handpumps crowdfunding campaign is now closed, you can still join the team on their journey and donate here here.

SMART HANDPUMPS

A project by: Patrick Thomson

University of Oxford Community / Technology

SUCCESSFUL

WE RAISED £50,231

from 209 donors

COMPLETED

This project received pledges on Mon 01 Jul 2019

We set up a crowdfunding platform to raise money for social or environmental causes.

EFFECTIVE ETHICS

MEET OLIVER

- Developed a questionnaire asking questions about a person's ethical construct.
  - Questions not hugely unexpected – quite obvious
  - Uses anthropological theory to characterise the moral framework based on the answers.
- Could it be protected by a patent?
- How best to protect the questionnaire?
  - Wants to protect as he talked about it at a conference and people were interested in his outcomes.
- **Where is the value?**

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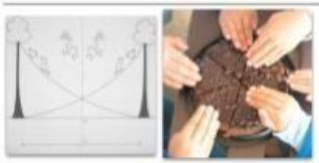
Seven moral rules

	Family •Help your family •Love, care, protect •'Blood is thicker than water'
	Group •Help your group •Loyalty, unity, solidarity •'United we stand, divided we fall'
	Reciprocity •Return favours •Trust, reciprocity, gratitude •'One good turn deserves another'
	Bravery •Be brave •Heroism, courage, generosity •'With great power comes great responsibility'
	Deference •Respect your superiors •Humility, obedience •'Blessed are the meek'
	**Fairness** •Divide disputed resources •Equity, bargaining, compromise •'Let's meet in the middle'
	Property •Respect others' property •Property rights, theft •'Possession is nine-tenths of the law'

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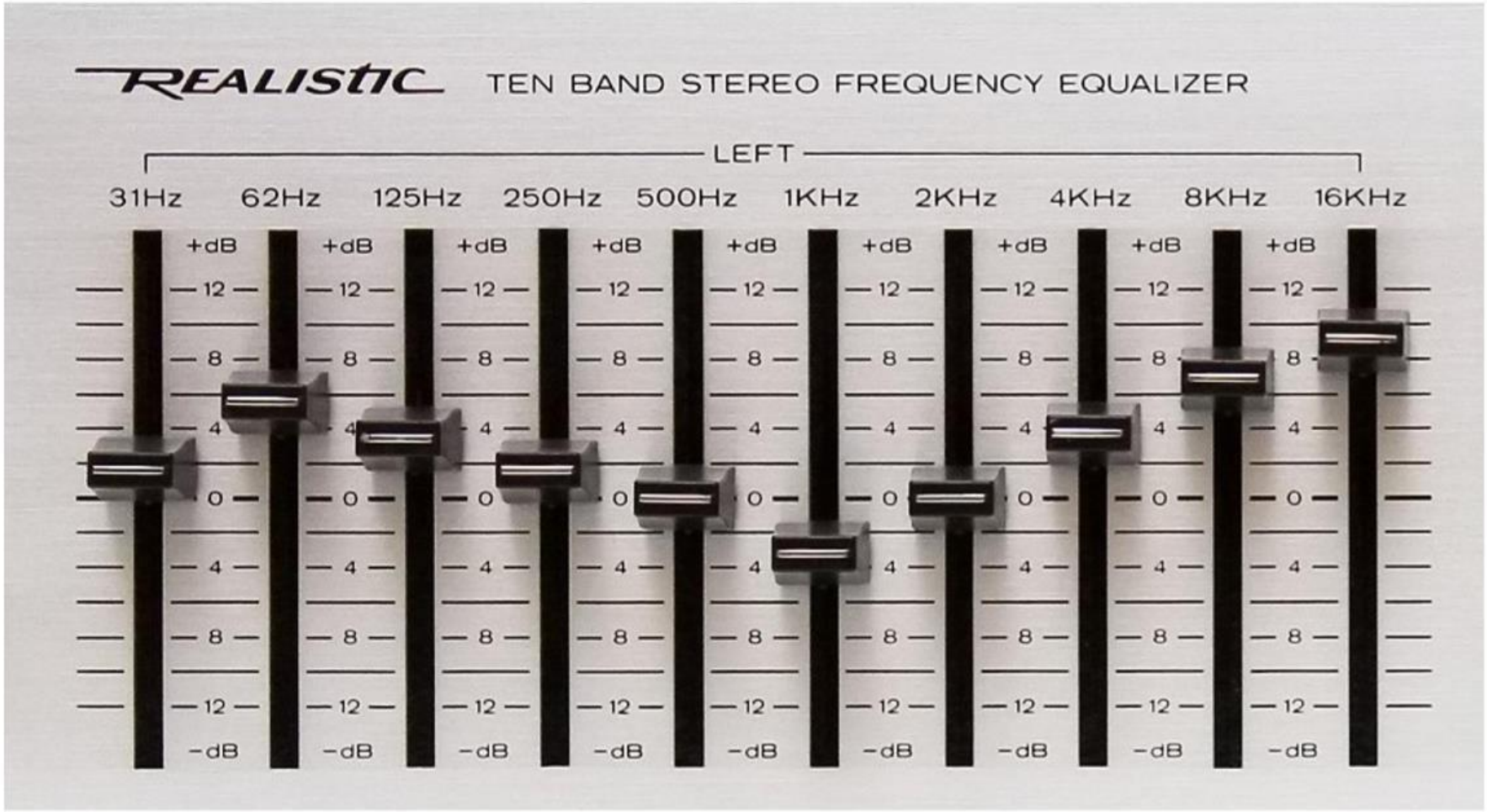
Same values, different priorities



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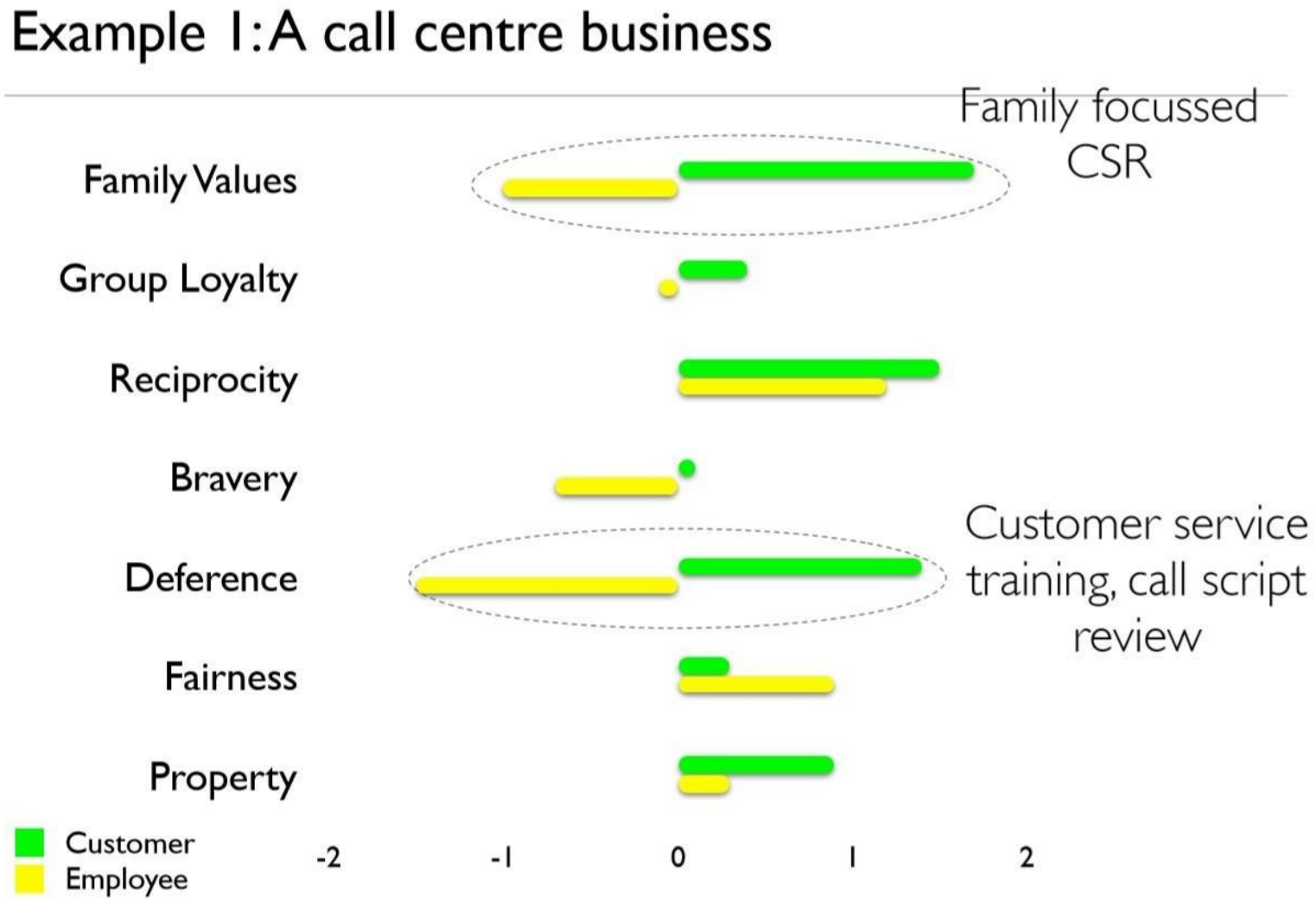
Curry, O. S., Mullins, D. A., & Whitehouse, H. (2019). Is it good to cooperate? Testing the theory of morality-as-cooperation in 60 societies. *Current Anthropology*, 60(1).

BUSINESS HAS SHOWN INTEREST. THERE ISA MARKET



WHAT COULD YOU DO WITH IT?

How to be better

- Targeted training
- Bespoke operational change
- Code of ethics
- Moral messaging
- Effective CSR

- Pre-seed funding obtained to carry out a pilot.
- Company developed a series of products such as:
- An initial ethical audit
- Developed specific training modules for a client's staff to close the gaps identified
- Now spinning out as a company providing the service.

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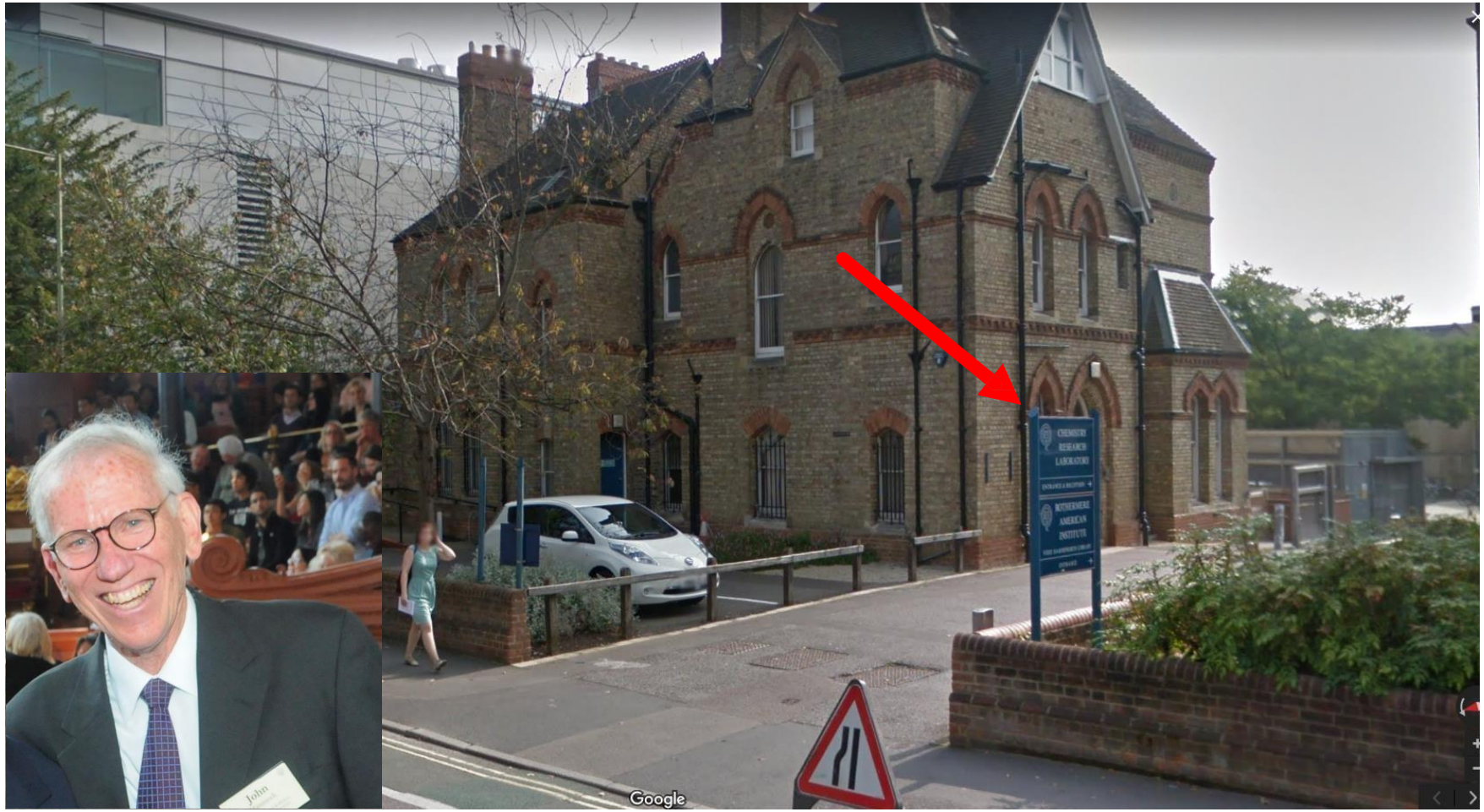
SOCIAL ENTERPRISES IN DEVELOPING NATIONS

EXAMPLE: HTTPS://SOPHIAOXFORD.ORG/

INTERNATIONAL DEVELOPMENT



SO WHAT ARE WE SELLING HERE?

- OPHI and Asociación Horizonte Positivo had worked with Costa Rican government on a multi-dimensional poverty index (MPI).
- The biggest bank in Costa Rica wanted to assess whether it was forcing its own workforce into poverty.
- They developed the Business MPI to measure it – the resultant consultancy encouraged the board of directors to put together a hardship fund for those in poverty, paid out of their own salaries.

BAC

Valores como los tuyos

NO REALLY, WHAT ARE WE SELLING HERE?

- On the back of the pilot with BAC, OPHI and HP+ launched the bMPI in August 2017.
- HP+ was exclusively licensed to deliver a consultancy and accreditation service on the back of a trademark.
- 20 were expected to sign up. They got 80.

OX bMPI IPMe

THIS IS GOING GLOBAL

Agenda: High-Level Side Event at the 72nd United Nations General Assembly

Using the Multidimensional Poverty Index to Track Progress in the SDGs

19 September 2017, 11am-1pm, CR 2, UN HQ, New York

Reflections by Eminent Speakers

- H.E. Juan Orlando Hernández, *President of Honduras*
- H.E. *Dasho* Tshering Tobgay, *Prime Minister of Bhutan*
- H.E. Juan Manuel Santos, *President of Colombia (by video)*
- H.E. Enrique Peña Nieto, *President of Mexico (by video)*
- H.E. Ana-Helena Chacón, *Vice-President of Costa Rica*
- H.E. Isabel de Saint Malo de Alvarado, *Vice-President of Panama*

Ministerial Discussion

- H.E. Jeff Radebe, *Minister in the Presidency for Planning, Monitoring and Evaluation, South Africa*
- H.E. Ghada Waly, *Minister of Social Solidarity, Egypt*
- H.E. Adoracion M. Navarro, *Undersecretary, National Economic Development Authority, Philippines*
- H.E. Shamsul Alam, *Senior Secretary, General Economics Division, Bangladesh Planning Commission*

Leaders in International Institutions

- Achim Steiner, *Administrator, UNDP*
- Ángel Gurría, *Secretary-General, OECD*
- Thomas Gass, *Assistant Secretary General for Policy Coordination and Inter-Agency Affairs, United Nations*
- Ahmed Aboul Gheit, *Secretary-General, League of Arab States*
- Mohamed Ali Alhakim, *Executive Secretary, UN-ESCWA*
- Carin Jämtin, *Director General, Sida*
- Laurence Christian Chandy, *Director of Data, Research and Policy, UNICEF*
- Carolina Sanchez-Paramo, *Senior Director for Poverty and Equity Global Practice, World Bank*

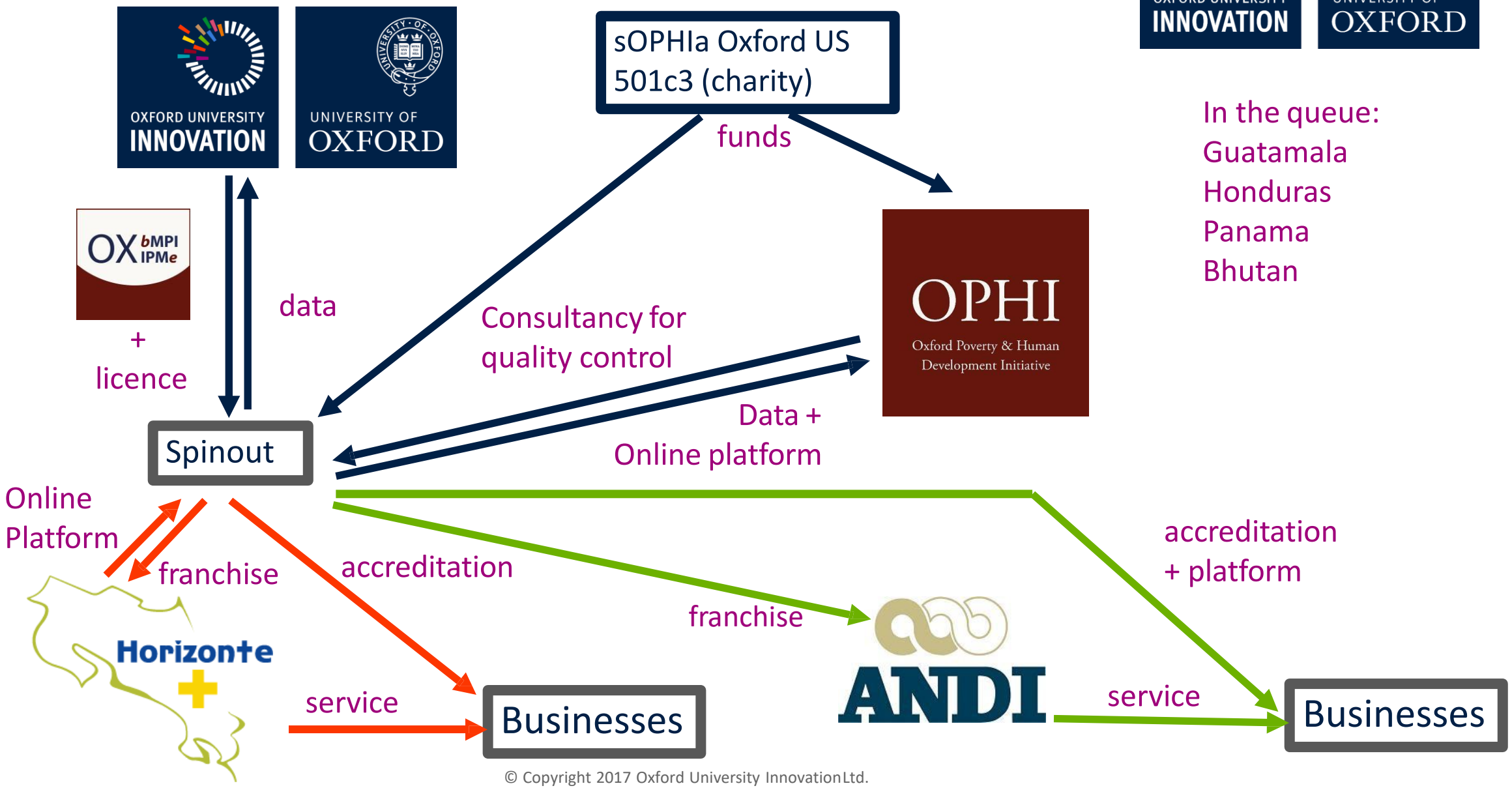
Closing Remarks
Dr. Sabina Alkire, Moderator and Director of OPHI, University of Oxford

Confirmed Agenda as of 7:30pm, BST, 14 September 2017

SOCIAL ENTERPRISE #1: SOPHIA OXFORD UK

- Lean spinout
  - spin out a company that doesn't need investment for the cost of filing a patent.
- Social enterprise spinouts.
  - Company Limited by Guarantee.
  - Funded through loans and donations.
  - Will take advantage of tax reliefs for social impact work.
- Service/franchise agreements
  - Research-backed methodology that is proven to work, published and recognised by the field.
  - Franchise the spinout/company to deliver the methodology on your behalf. Trademarked methodology.
  - Charge for quality control. Withdraw the franchise if corners are being cut. This PROTECTS the methodology.

The structure



In the queue:
Guatamala
Honduras
Panama
Bhutan

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Inkpath

Oxford Semantic Technologies

COVATIC

META BOARDS

Oxsed

OxVent
A social enterprise for mechanical ventilation
Scientists | Clinicians | Manufacturers

6 D . A I

COMPANIES I HELPED TO START

THEY ARE ALL VERY DIFFERENT FROM EACH OTHER

ROGUE INTERROBANG

OxLOD

SOPHIA OXFORD

PalaeoPi
Photo to 3D for all!

SKYLARK WORKS

RULES OF THUMB

- If you are building something which needs a lot of technology, it'll be a shares company, as the only way you'll raise the cash you need to build the thing you need is through investment.
- If you are selling something where the ethics are really important, consider a social enterprise.
- Always, always, always ask for advice. No question is stupid.
- You'll get out of it as much as you put in. It is hard work starting a company but also exceptionally good fun.

End of Day 1

Thank you