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Seven Samurai Opening Up the Ivory Tower? The Construction of Newcastle as an Entrepreneurial University

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understanding to solve the problems involved in exploiting intellectual property in the impoverished regional innovation system (RIS) of the north-east of England.

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Notes

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spin-off companies in RISs in LFRs, which was funded by the UK Economic and Social Research Council (ESRC) as grant RES-000-22-0659.

4. A full list of the documents reviewed can be seen in Benneworth and Charles ([2005](#)). This is available on-line at <http://www.staff.ncl.ac.uk/p.s.benneworth/newcastle.pdf>

5. The original idea for the analysis was to try and map knowledge flows between partners in a functional way e.g. a company approaching a university department for help solving a particular problem, which led to a consultancy project, which led to a spin-off company being formed. However, it emerged in the course of the research that these transactions were framed within the three stories presented in the research. This paper is motivated by an attempt to understand this framing process and whether such narratives are important to understanding RISs.

6. When the research began, it was envisaged that the research would be uncontroversial, and would be a set of simple bilateral and trilateral relationships between academics, R&D managers and spin-off companies (cf. Benneworth & Charles, [2005](#)). What emerged in the research was that commercialization was intensely political, and so significant confidentiality had to be offered in order to get interviewees to explain why they chose particular courses of action. Part of this involved allowing all interviewees to check and redact their quotations. Most responses asked that the

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throughout the academic and administrative staff of the University. This will encourage a move away from individuals and small groups liaising independently with businesses to an environment where contact with the wealth-creating sector permeates the greater critical mass of staff" (University of Newcastle upon Tyne, HEROBAC bid, [1999](#), p. 7).

9. The idea of exclusion should not be taken to imply that the university consciously decided to exclude regional partners; indeed the RDO put significant effort into cultivating relationships with regional partners; it was just that they were not at the time of the research able to become members of the commercialization community, which required having interests compatible with those of the university.

10. What at first seems paradoxical emerges from the fact that individual accounts can collectively point to findings which disagree with what individuals have said. In this case, what happened was that the interviews were analysed collectively looking at events over time. Taking facts from the interviews and arranging them chronologically produces a very clear chronological sequence of events with a different flavour to the narrative than that given in each of the interviews.

11. It is of course ironic that this particular company had been formed during the period of benign neglect, and as university and spin-off staff both noted, despite, rather than because

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