

# THE HONG KONG POLYTECHNIC UNIVERSITY DEPARTMENT OF MANAGEMENT AND MARKETING

## Departmental Research Seminar

### The Tension and Strategy of University-Industry Technology Transfer By



**Prof. Yang Zhi**  
**Huazhong University of Science and Technology**

**Date : 6 Aug 2025 (Wed)**  
**Time : 10:30 am – 12 noon**  
**Venue : M714, PolyU**

#### Abstract

Technology transfer from university to industry often suffers from the problem of “death valley”. This study explores more than 20 cases of university technology transfer projects and takes a tension-response perspective, attempting to answer the question: what obstacles are there when technology transfer from university to industry and how to deal with them. We identified four tensions: technology, cognition, identity, and institution. For each tension, we identified contrasting forces and found responding strategies respectively. Technology tension which is from the composition of technology complexity and maturity form the basis of the transfer difficulty. Cognition tension, identity tension, and institution tension will exaggerate the difficulty. This study provides a tension perspective to understand why university-industry technology transfer often fail in the process of commercialization beyond the mere technology lens.

**Prof. Yang Zhi** is a professor of management, and the Dean of the School of Management at Huazhong University of Science and Technology (HUST). He is a National Young Talent and serves as the Chief Expert of Major Projects of the National Social Science Foundation, and Editor-in-Chief of *Chinese Journal of Management*. His research focuses on innovation management, corporate strategy, and organization theory. He has led or participated in 7 major projects, including National Social Science Foundation key projects, National Natural Science Foundation key and general projects, a Ministry of Science and Technology strategic research initiative, and multiple consulting projects for large enterprises like PowerChina. He has authored/edited 5 textbooks and monographs, including *Innovation Management* and *Strategic Management*, and published over 40 papers in renowned journals such as *Journal of International Business Studies*, *Omega*, *Journal of Comparative Economics*, *Journal of Supply Chain Management*, *Journal of Business Research*, *Industrial Marketing Management*, and *China Economic Review*, etc.

**All interested are welcome.**



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