Science-to-Business

Knowledge and Technology Sharing
University as an Enabler towards Strategic University-Industry Partnership

THIRD ASEM UNIVERSITY – BUSINESS FORUM 2012
“DRIVING INNOVATION”
PUTRA WORLD TRADE CENTRE
KUALA LUMPUR
5 – 6 NOVEMBER 2012
Prof. Dr. Thomas Baaken, Münster Germany

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The S2B Marketing Research Centre

- Established in 2002 in Münster, Germany
- Developing new Concepts, Models and Instruments in How to market Research
- >20-person team, finance based on projects
- Development of more than 70 instruments of Science Marketing
- Organiser of 12 international conferences
- Over 250 presentations and workshops in 27 countries
- Assisted in creation of e.g. the Responsible Partnering Handbook and the TechAdvance Technology Assessment Handbook
A study regarding the translation of highly promising basic research into clinical applications that screened 101 articles published in top basic science journals found that:

“Two decades later, only 5 of these promises were in licensed clinical use and only one of them had a major impact on current medical practices. Three quarters of the basic science promises had not even yet been tested in a randomized trial”

Source: Ioannidis, 2004
What is meant by success in HEIs?

Universities are Research Institutions!

Many publications? Many first tier publications?
High amounts of external funding, research grants?
High industrial financial contributions?
Serving the Society
Many projects with companies?
Long lasting collaborations and strategic alliances?
Many patents?
Many Spin offs?
The idea is very easy

- If you expect money for an accomplishment, like research …
- … you are on a market!
- If you are on a market, you have to use marketing models and instruments to be successful.
Sorry for the reminder, but

Marketing is NOT meant to be (just) promotion, logo, communication, a nice Website, a brochure or a leaflet, Visibility and PR!

Communication is shouting!

Marketing is listening!
Agenda

Diagnostics

Strategies

Models & Instruments
Agenda

Diagnostics

Strategies

Models & Instruments
An example of market analysis outcomes

Position of the University

- Market view
- Self view
- Future
- Companies with experience
- Companies without any experience

Research all Inter-disciplinarily Close to market Focused research high quality Co-operative research

Simplified
Marketing-Funnel

- **Awareness**
  - "I know the brand at least by name"

- **Familiarity**
  - "I associate certain attributes to the brand"

- **Consideration**
  - "I would consider the brand"

- **Purchase**
  - "I have purchased the brand"

- **Loyalty**
  - "I have repurchased the brand"

- **Fans**
  - "I am prepared to proactively advocate the brand"
Marketing-Trichter

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Communication
Key function in creating and strengthening the corporate brand

Awareness-Surveys
Image- & Competitive Surveys
Potential Analysis
Customer Satisfaction Analysis

Operative performance and relationships

Fulfillment of the brand promise at all touch points (brand delivery)
“I am going to read off a list of criteria to you now ...”

[Graph showing agreement levels for various criteria among clients and non-clients.]

- Clients: n = 125
- Non-clients: n = 300

Criteria:
- Likeable
- Friendly
- Familiar
- Reliable
- Fair
- Accessible
- Problem oriented
- Progressive
- Innovative
- Quality oriented
- Customer oriented
- Process oriented
- Flexible
- Interested in SMEs
- Traditional
- Not bureaucratic
- Only big companies

Agreement Scale: 3-9

Mean scores indicated for each category.
Customer satisfaction is a balance of

- Knowledge of alternatives
- Individual standard of claim
- Performance promise of the supplier
- Image of supplier
- Subjective perception of performance
- Individual solution of a problem
- Current experience

Customer’s Expectation

Customer’s Perception
Requests and assessments for Research Providers

Success factors

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Means

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Science-to-Business Marketing Research Centre
Germany vs. Australia
(Result of several different research studies)
Most important differences to learn from each other

Topics of the customer surveys in which Australian research institutions perform significantly better than German institutions

- Adherence to budget
- Knowledge transfer
- Intelligible presentation of R&D results
- Participation in task selection and definition
- Inter-disciplinary approach

Topics of the customer surveys in which German research institutions perform significantly better than Australian institutions

- Focus on company interest
- Personal communication
- Adherence to deadlines
- Avoiding red tape
Requests for Research Providers differ from country to country
Agenda

- Diagnostics
- Strategies
- Models & Instruments
Offering incentives (*Pull Approach*)

- 10% in addition to successful acquired and done projects in the technical departments and non technical departments like Social Sciences
- x% of the project budget for cash out for researchers or for their discipline to choose
- 23m² for each 35,000,-- euro acquired Third Party Money under the condition of a space negotiating model
- Less teaching obligations
- Make Transfer as a key issue in advertising academic and staff positions and change the promoting system
- Help desk for legal and management support, seminars for academics to get more familiar with the market and to face clients
Professionalise the research and transfer management

Blue Prints for every single Process

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Partnership Development Model

- **Coordination and Commitment**
  - Project
  - Several Projects
  - Some complex projects
  - Common Activities
  - Partner
  - Strategic Partnership

- **Norm Strategies**
CRM / PRM / KAM in Partnership Development Model

- CRM: Customer Relationship Management
- PRM: Partner Relationship Management
- KAM: Key Account Management
Model of a Strategic Alliance

- **Board**
  - Rectorat

- **Management level**
  - Transfer Agency

- **Content level**
  - Academics and Students of all faculties

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- **Management Board**
  - Managing the strategic issues + supervising the work

- **Strategy Workshops**
  - Creating and development operational activities, To Do lists and structures of projects

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- **Strategic Alliance** (contract)
  - Annual Meeting
    - Strategies

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- **Board**
  - Directors

- **Management level**
  - Resorts reps

- **Content level**
  - Heads and Employees of competence areas

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- **projects**

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Portfolio of partners is necessary!?

Business-Partners
General Contractors
Sub Contractors
Brand Developer and Empowerer
Word-of-Mouth, Recommender
Inspirer

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Kategorisieren strategischer Partner von S2B
Ermittlung der Position auf der Dimention - Partnerpotential

Business of this Partner with our Target Clients

- Synergy Potential for us
- Creative Potential for us
- Multiplication-Potential for us
- Market Power
- Complementarily vs. Competition
- Cultural Fit of this Partner
- Future Potential of this Partner

Derzeitiges Partnerschafts-Potential
Kategorisieren strategischer Partner von S2B
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A new Business Model of TechTransfer

Science

Knowledge/Technology

Industry

Market Entrance

new

old
Agenda

Diagnostics

Strategies

Models & Instruments
Select examples of instruments

<table>
<thead>
<tr>
<th>Select examples</th>
<th>Processes</th>
<th>Internal Marketing</th>
<th>External Marketing</th>
</tr>
</thead>
</table>
| **Strategic**    | • Vice President  
• „Partnering“  
• Vice President with Marketing Background  
• Privatise the K/TTO  
• CRM/PRM/KA | • Research Offensive  
• Incentives for academics  
• New Reputation System  
• TOWS Analysis | • Survey on customer needs  
• Market segmentation  
• Customer satisfaction surveys  
• USP - Profile |
| **Operational**  | • Making delegates of companies members of committees  
• Early stage partnerships  
• IP Portfolio  
• Small projects first – then bigger ones | • “Speed dating”  
• Teaching and Training of academics  
• Key Account Management | • Company targeted  
• Science-Business Meetings  
• Professionalised Fairs & Exhibitions  
• Creating Value Networks  
• Follow the Value Chains Concept |
7 policies of Science Marketing and 78 instruments

- Product
- Promotion
- Function
- Integration
- People
- Partnering
- Process

Industry sectors:
- Machinery
- Engineering
- Biotech
- Design
- Agriculture
- Social Sciences

Licensing, IP, Service, Consultancy, Contract research
Lessons learned

There need to be a real commitment of the board and management of the University

Analysis. Analysis. Analysis. Lacking a strong data base and without market information you cannot build any strategy

UBC is based on the passion of academics; thus we need to offer incentives and benefits. And we need to change the awarding systems for promoting academics

Produce and use Success Stories and Role Models, don’t be afraid of high swell, use untrodden paths (to get around bureaucracy), its easier to get forgiveness than permission

Science Marketing and successful research commercialisation need a strategy and a set of instruments for operations built on this

8 Types of UBS are to be considered; thus the UBC ecosystem is of high complexity

Every University has to find its own solutions, the strategies and instruments are available
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Handbook “Responsible Partnering” …

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with

Technology Transfer Tactics™

The monthly advisor on best practices in technology transfer
Selected Publications on the S2B-Marketing Approach at Münster University of Applied Sciences


Baaken, Thomas; Schröder, Carsten (2008): The Triangle for Innovation in Technology Transfer at University of Applied Sciences, in: Laine, Kari; van der Sijde, Peter; Lähdeniemi, Matti; Tarkkanen, Jaakko (Eds.): Higher Education Institutions and Innovation in the Knowledge Society, Helsinki, pp. 103-116.

Baaken, Thomas; Davey, Todd; Kliewe, Thorsten; Francis, Anthony (2008): A model for the assessment and extraction of entrepreneurial value from university research, in: Ingle, Sarah; Neuvonen-Rauhala, Marja-Liisa (Eds.) “Promoting Entrepreneurship by Universityies”, Hämeenlinna, Finland, pp. 204-212.
Selected Publications of the S2B Team


Davey, Todd; Baaken, Thomas; Meerman, Arno; Galàn Muros, Victoria, Meerman, Arno (2011): Study on the cooperation between Higher Education Institutions and Public and Private Organisations in Europe. European Commission, DG Education and Culture, Brussels www.ub-cooperation.eu

Baaken, Thomas; von Hagen, Friederike; Raesfeld, Lydia; Pontigo Loyoal, América Patricia (2011): Identifying University Customers and Partners via Science Marketing - a report on a real life case of UAEH in Mexico; in: Badillo Vega, Rosalba; Raesfeld, Lydia; Villalvazo Naranjo, Juan; Baaken, Thomas (Ed.), La vinculación de las instituciones de educación superior con su entorno económico en el contexto internacional Alemania y México, Pachuca, Mex.; pp. 188-207.


