

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



Traditional Transfer (Publications)

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



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Models & Instruments



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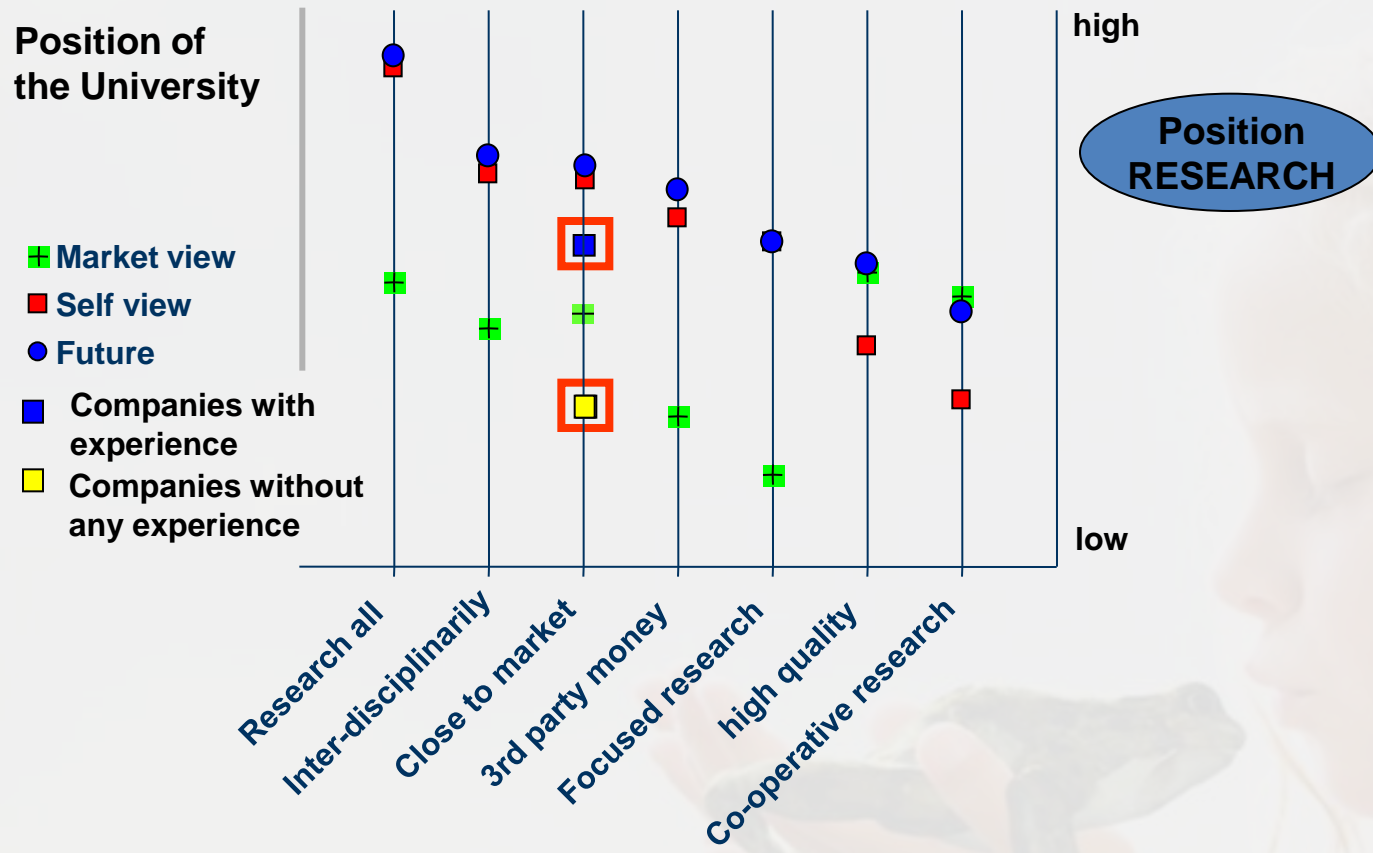
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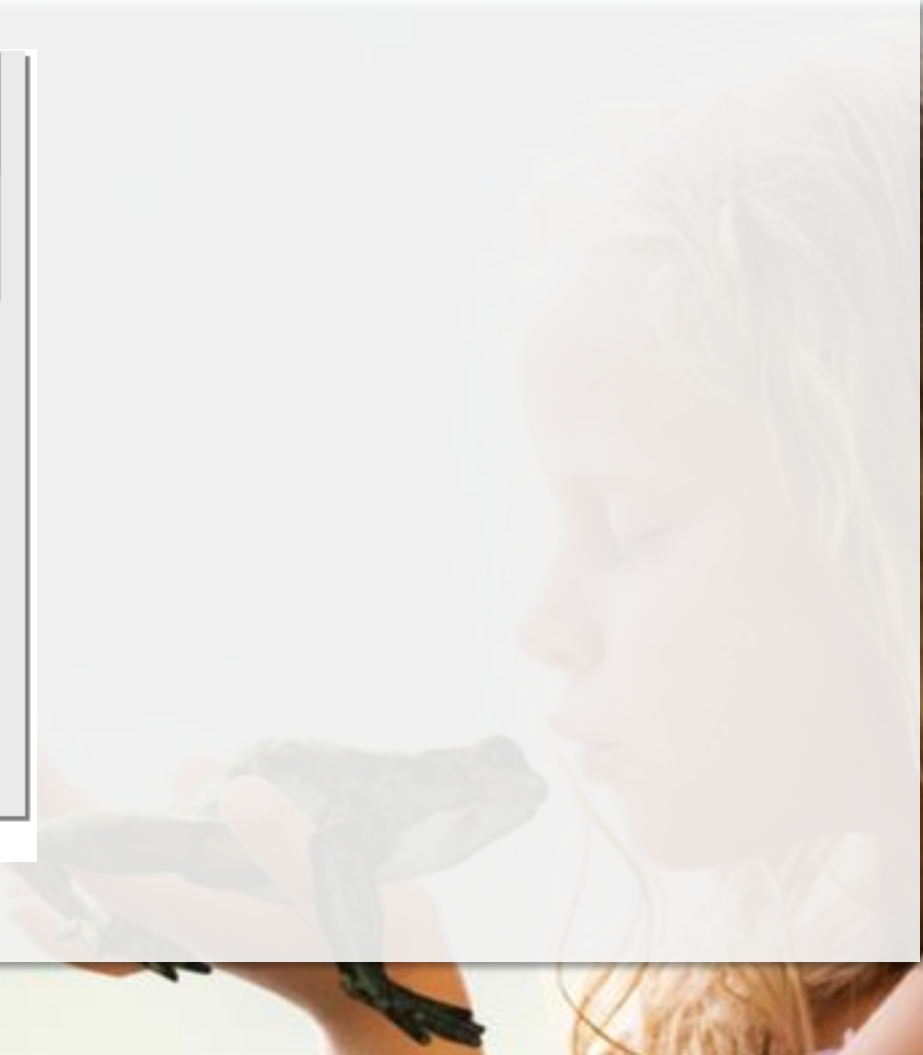
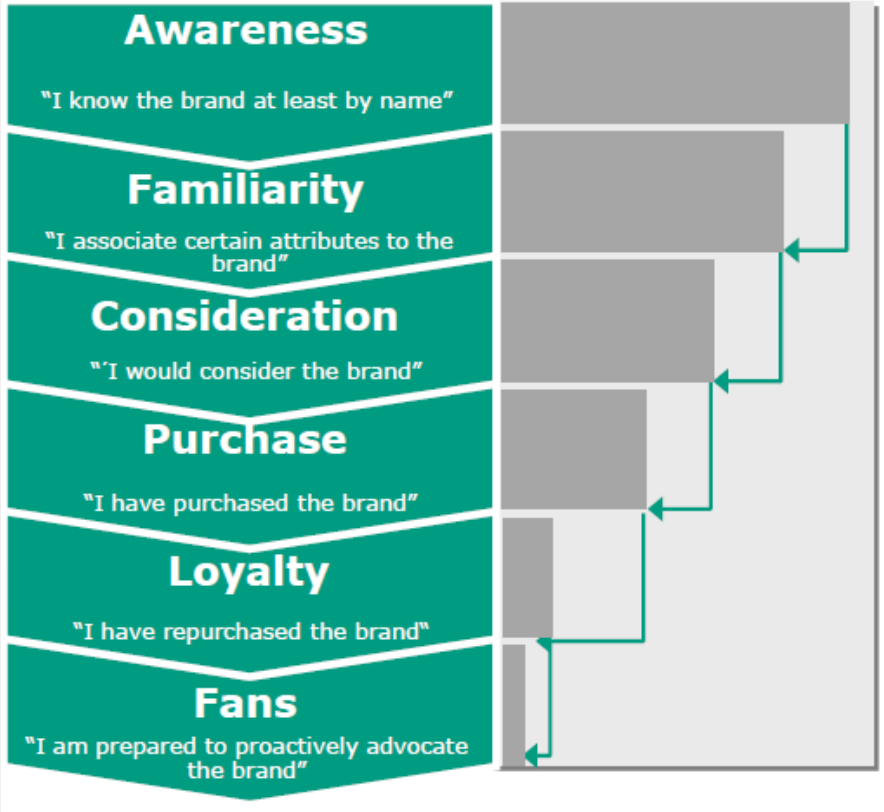
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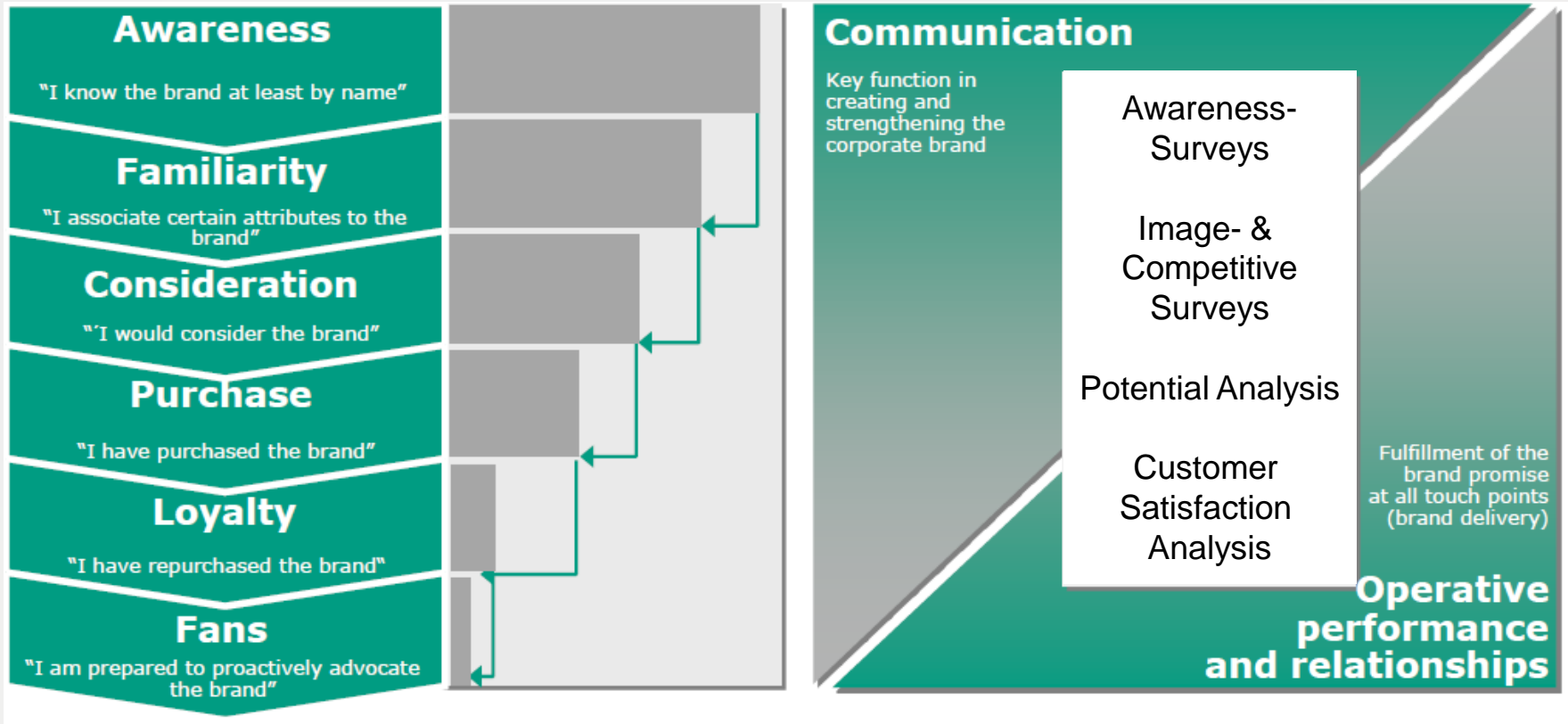
An example of market analysis outcomes



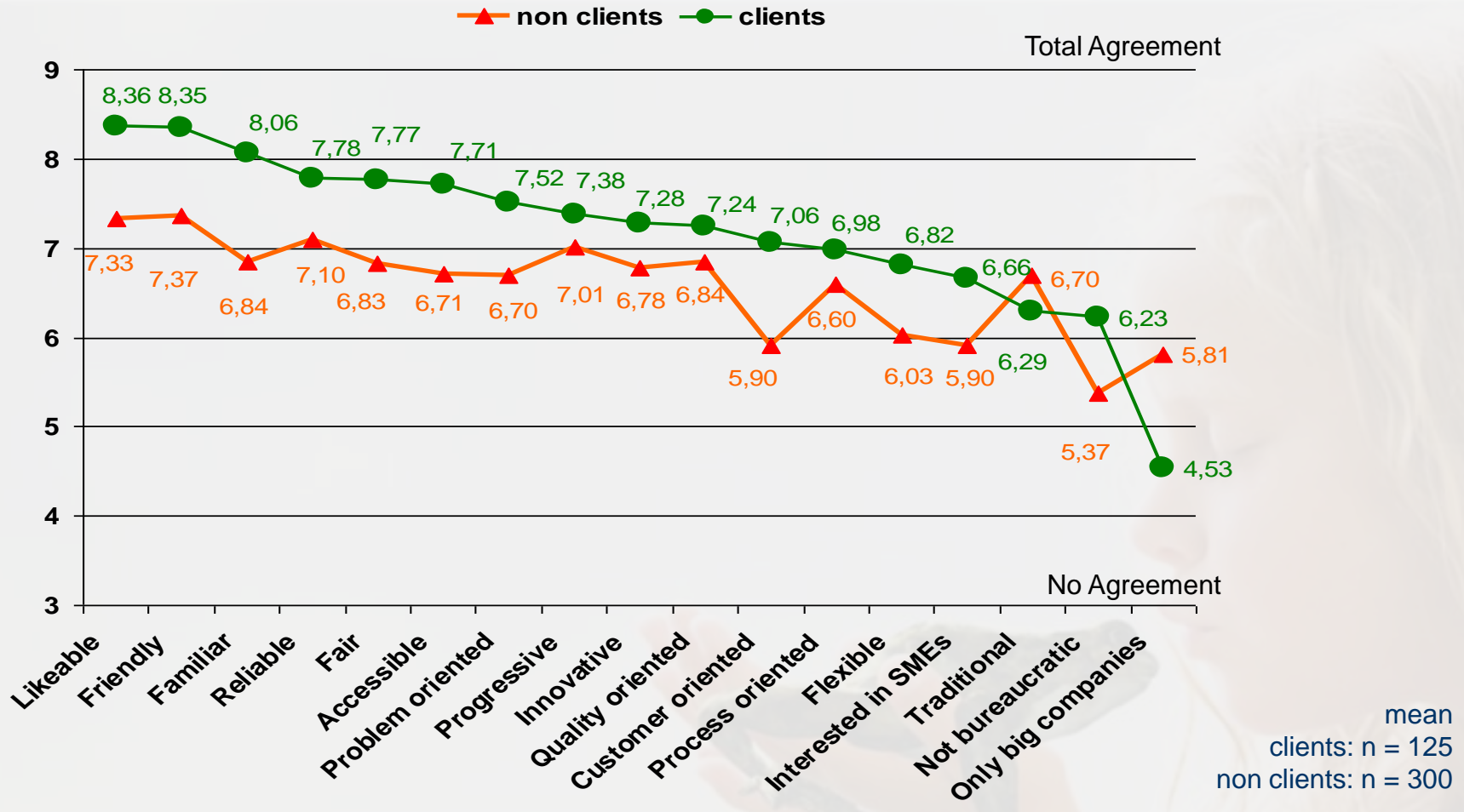
Marketing-Funnel



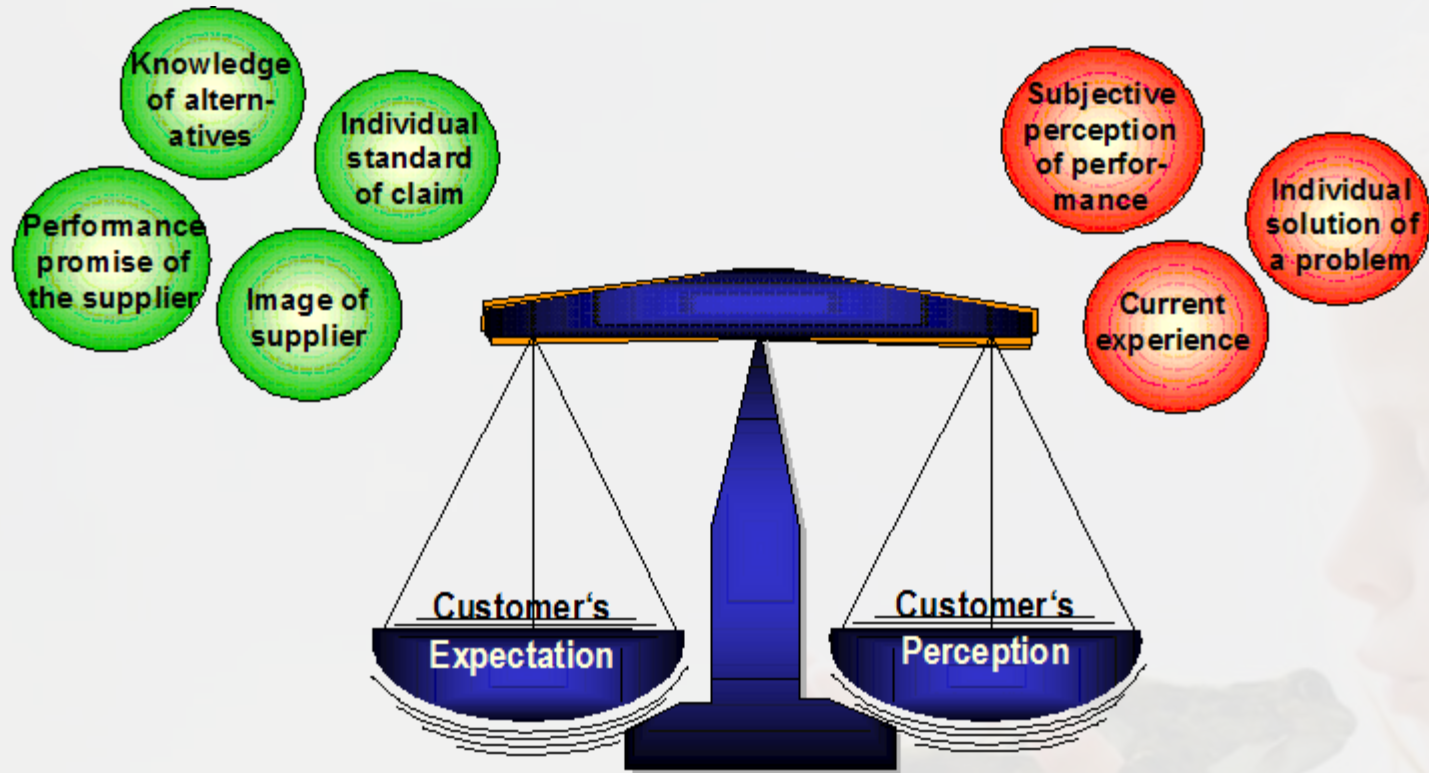
Marketing-Trichter



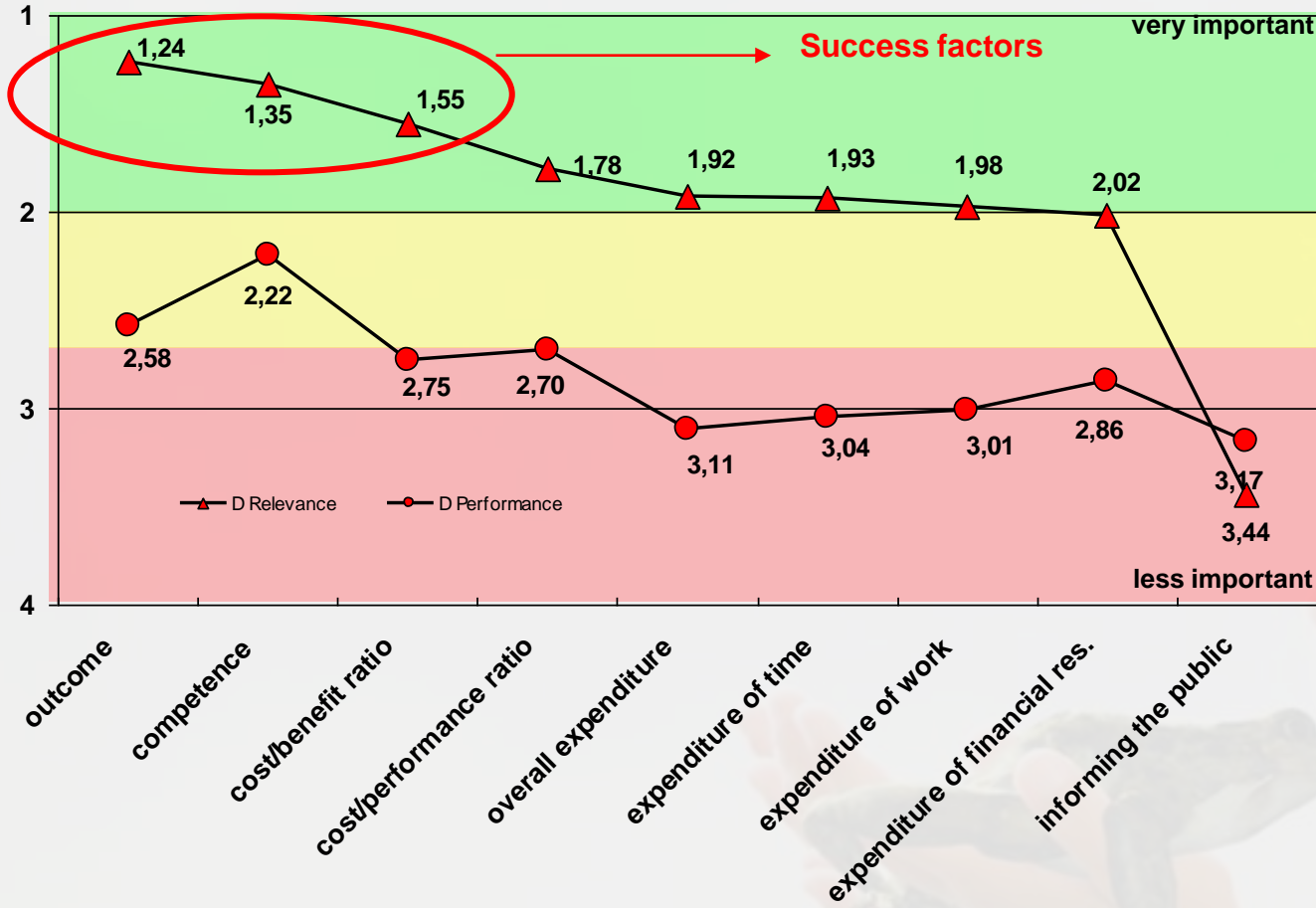
“I am going to read off a list of criteria to you now ...”



Customer satisfaction is a balance of



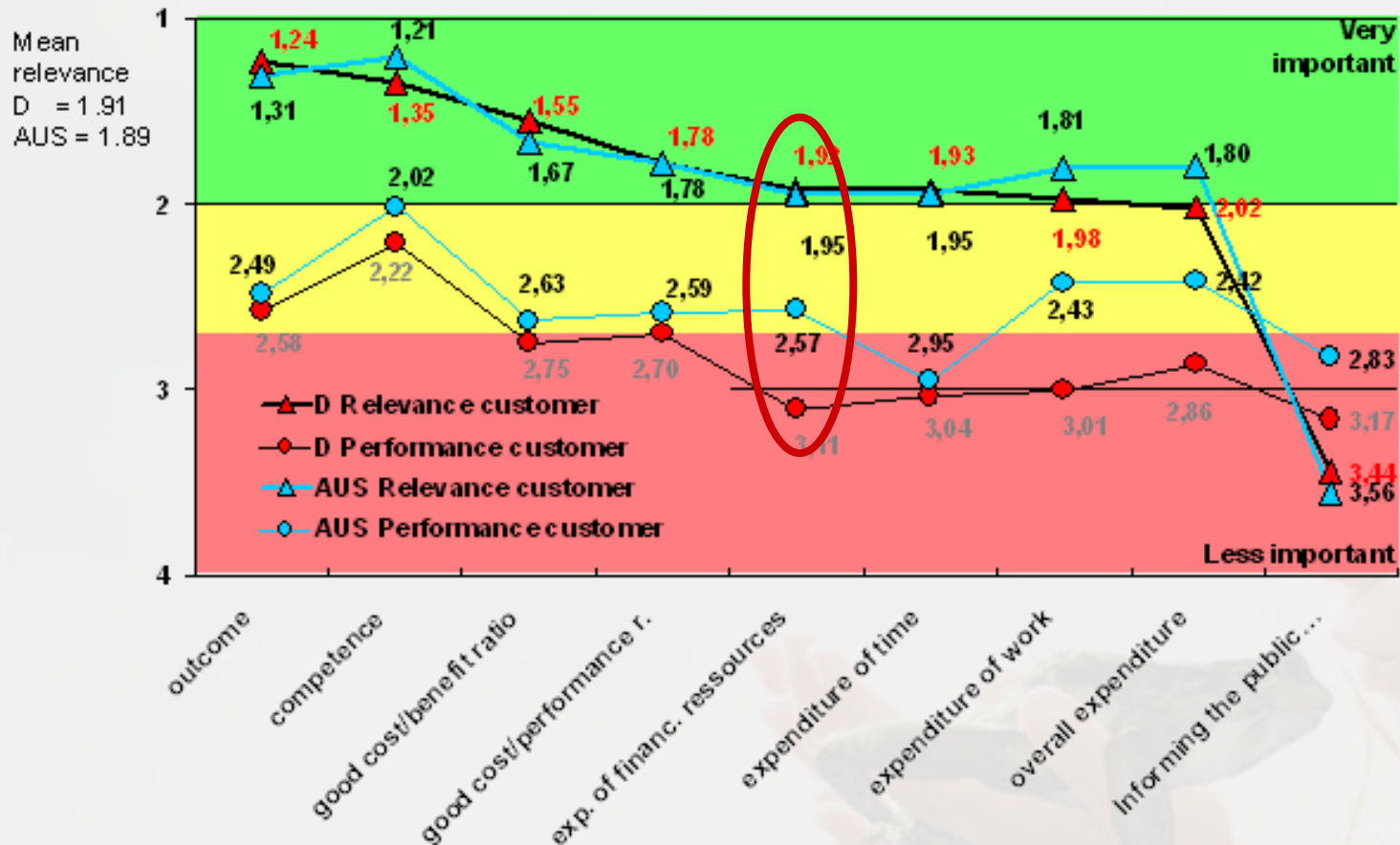
Requests and assessments for Research Providers



Means

Germany vs. Australia

(Result of several different research studies)



Means

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

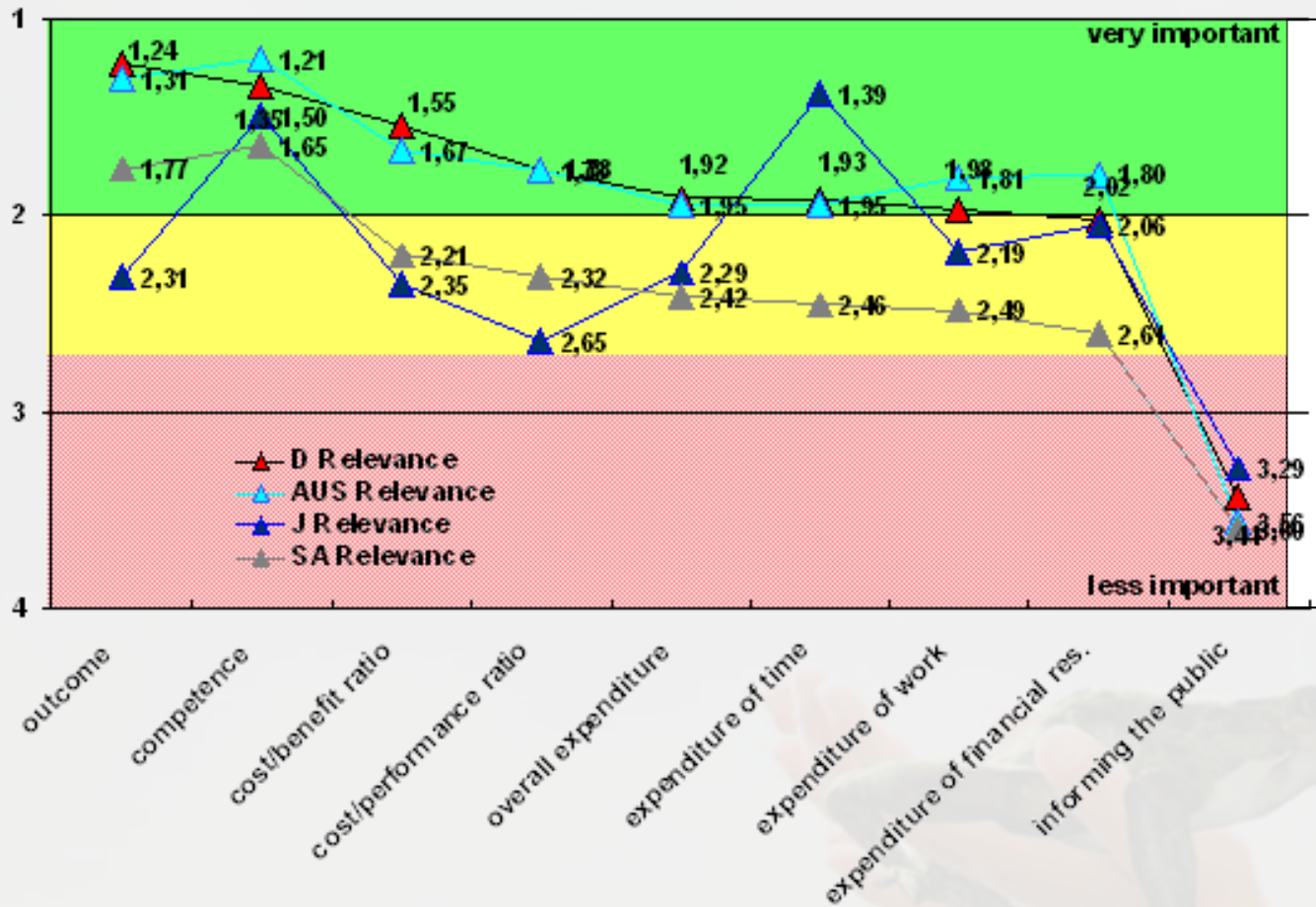


Topics of the customer surveys in which German research institutions perform significantly better than Australian institutions

- Focus on company interest
- Personal communication
- Adherence to deadlines
- Avoiding red tape



Requests for Research Providers differ from country to country



Means

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Diagnostics



Strategies



Models & Instruments



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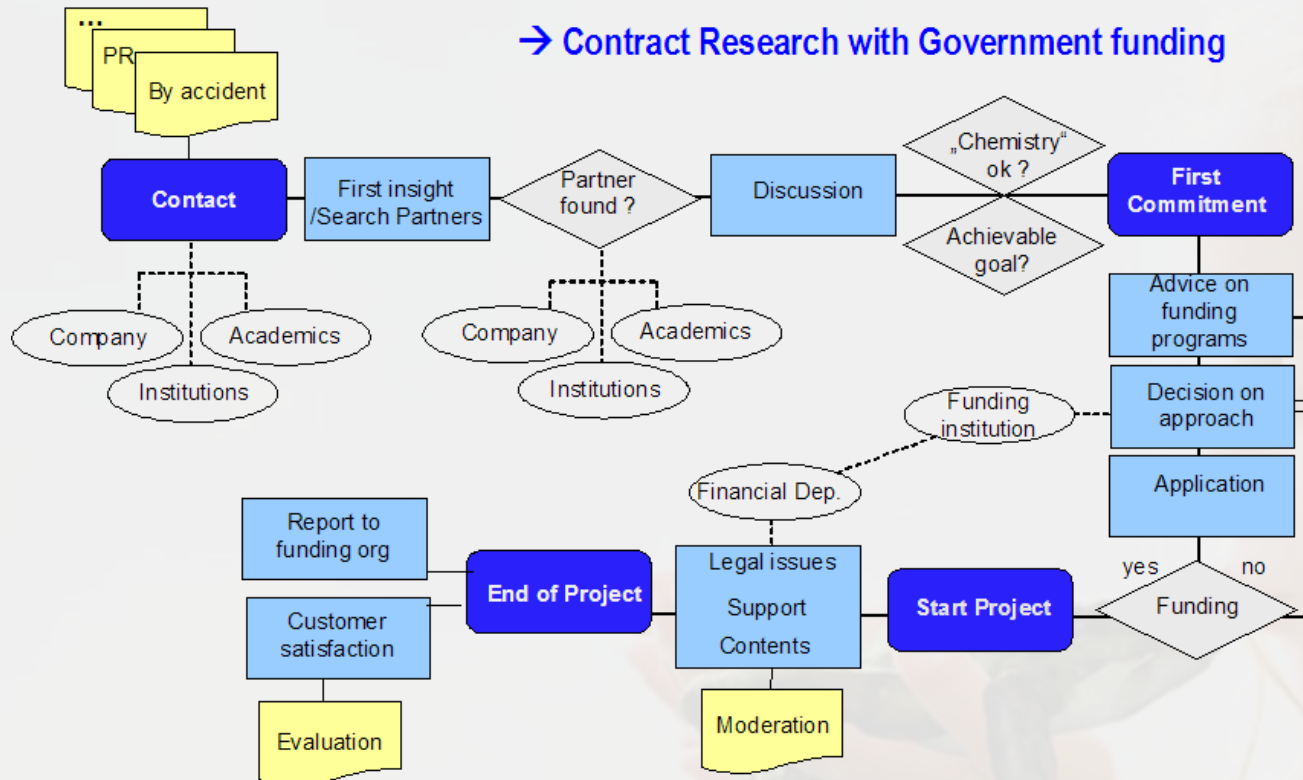


Offering incentives (*Pull Approach*)

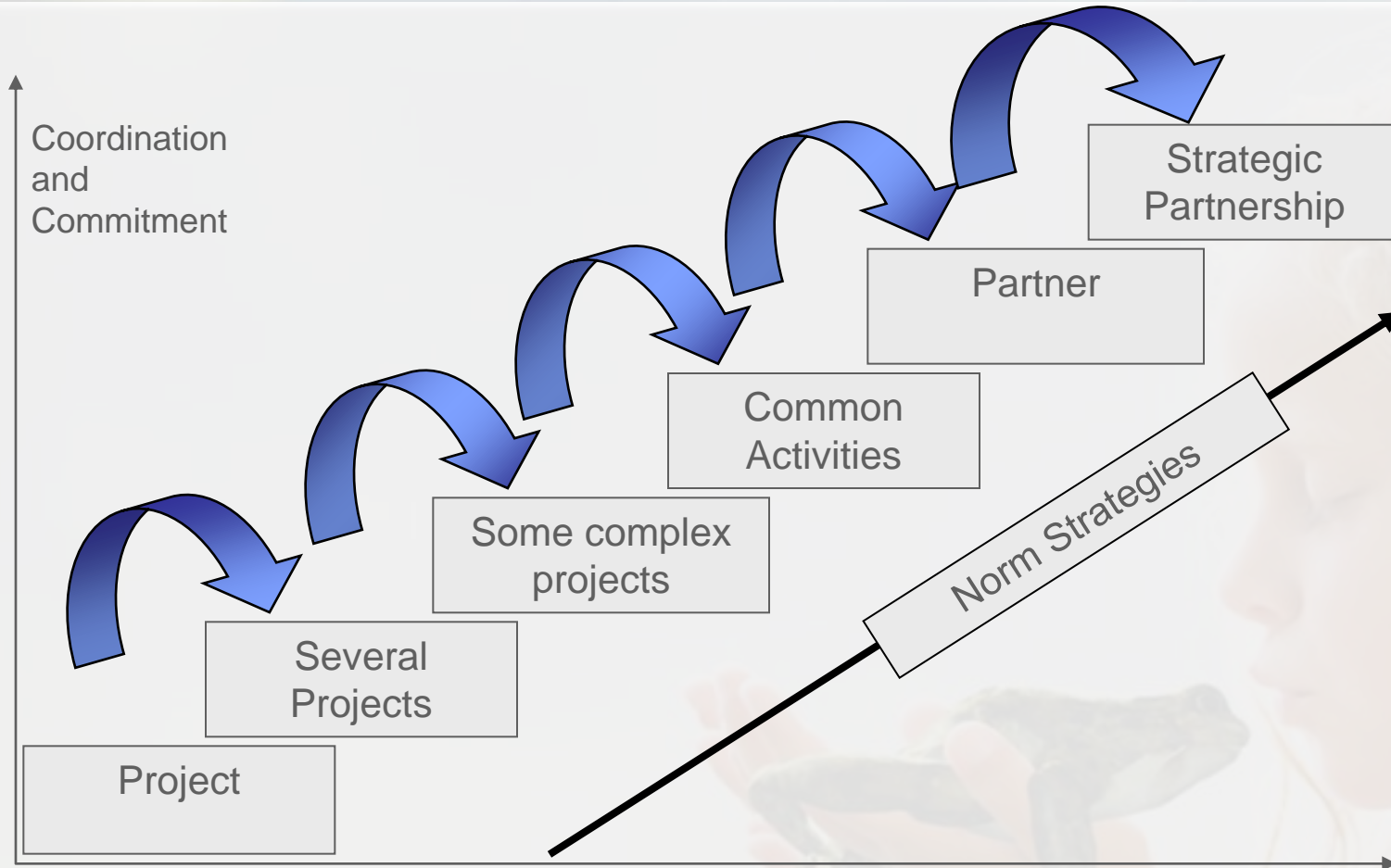
- 10% in addition to successful acquired and done projects in the technical departments and non technical departments like Social Sciences
- x% of the project budget for cash out for researchers or for their discipline to choose
- 23m² for each 35.000,-- euro acquired Third Party Money under the condition 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



Partnership Development Model



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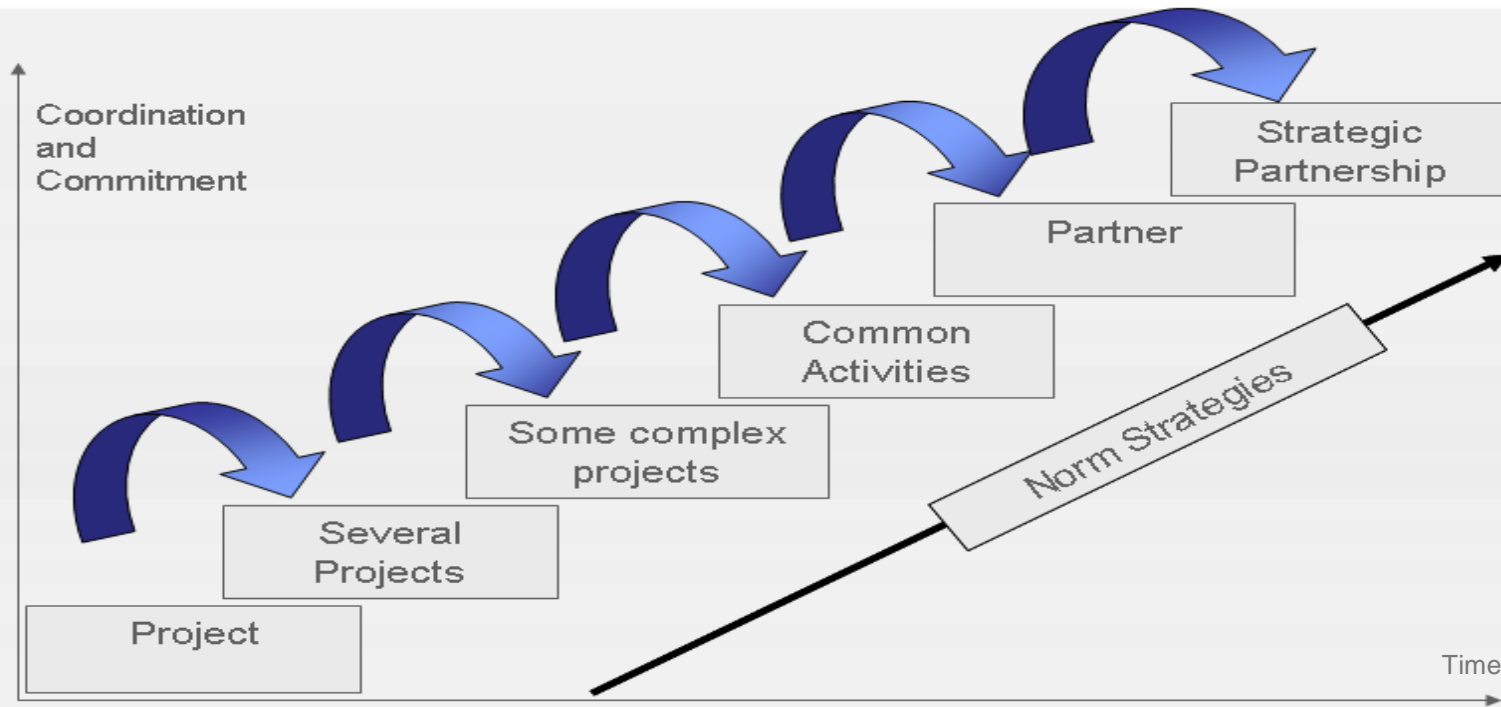
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CRM / PRM / KAM in Partnership Development Model



CRM

Customer Relationship Management

PRM

Partner Relationship Management

KAM

Key Account Management

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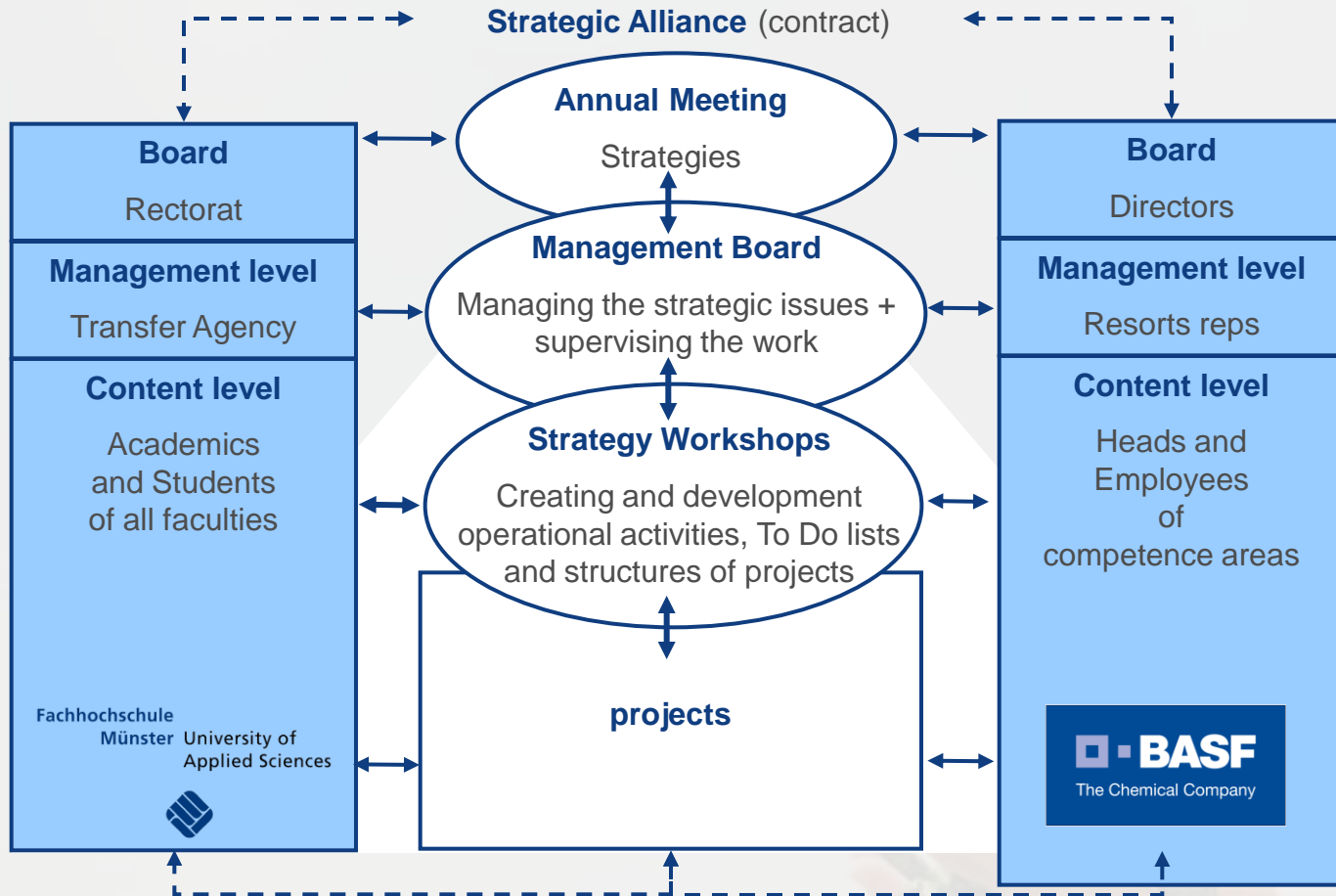
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Model of a Strategic Alliance



Portfolio of partners is necessary!?

Business-Partners

General Contractors

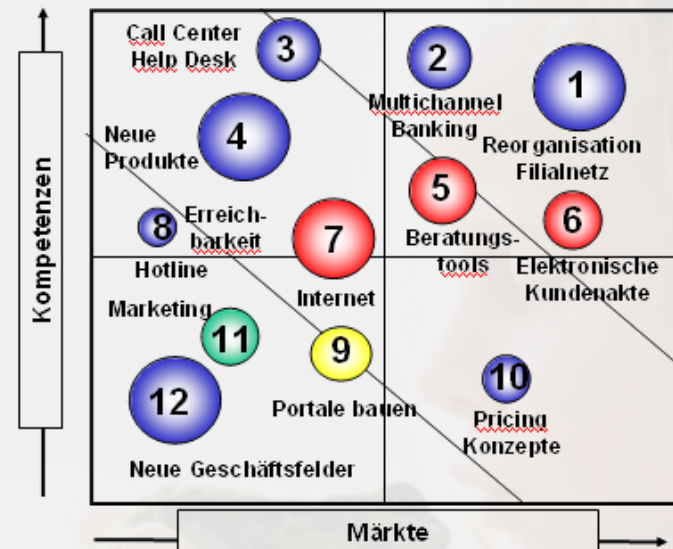
Sub Contractors

Brand Developer and Empowerer

Word-of-Mouth, Recommender

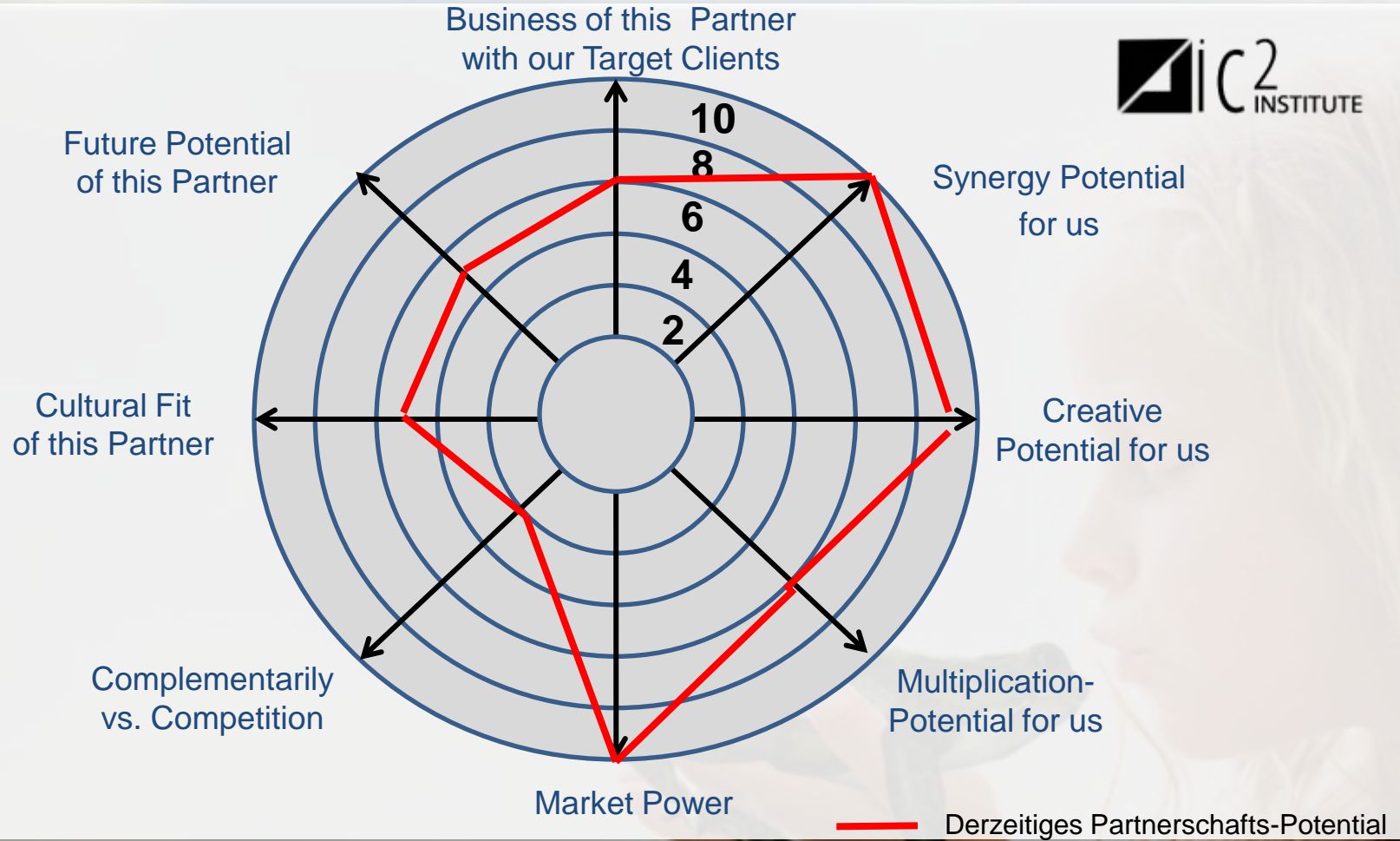
Inspirer

Partner Portfolio



Kategorisieren strategischer Partner von S2B

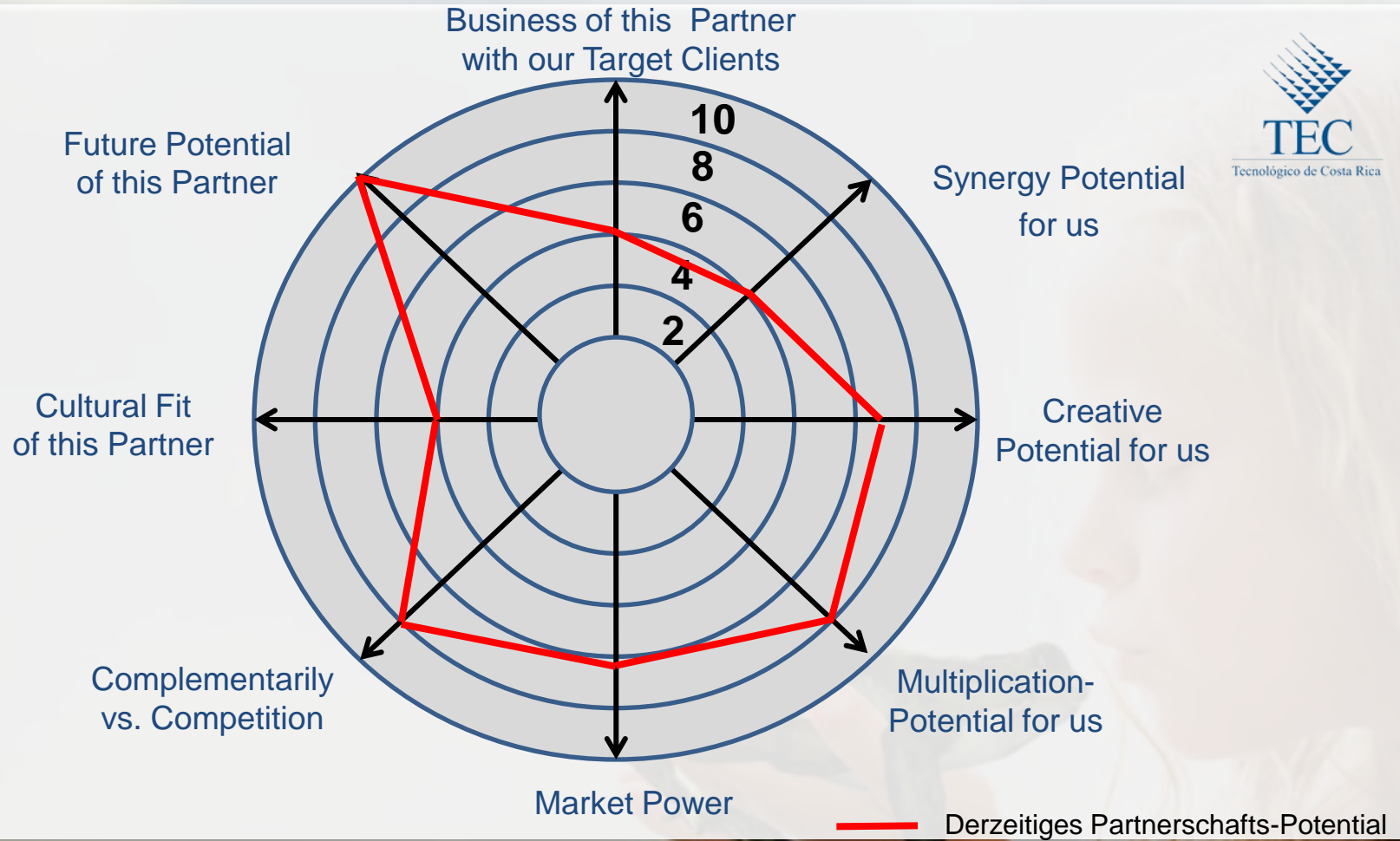
Ermittlung der Position auf der Dimension - Partnerpotential



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Kategorisieren strategischer Partner von S2B

Ermittlung der Position auf der
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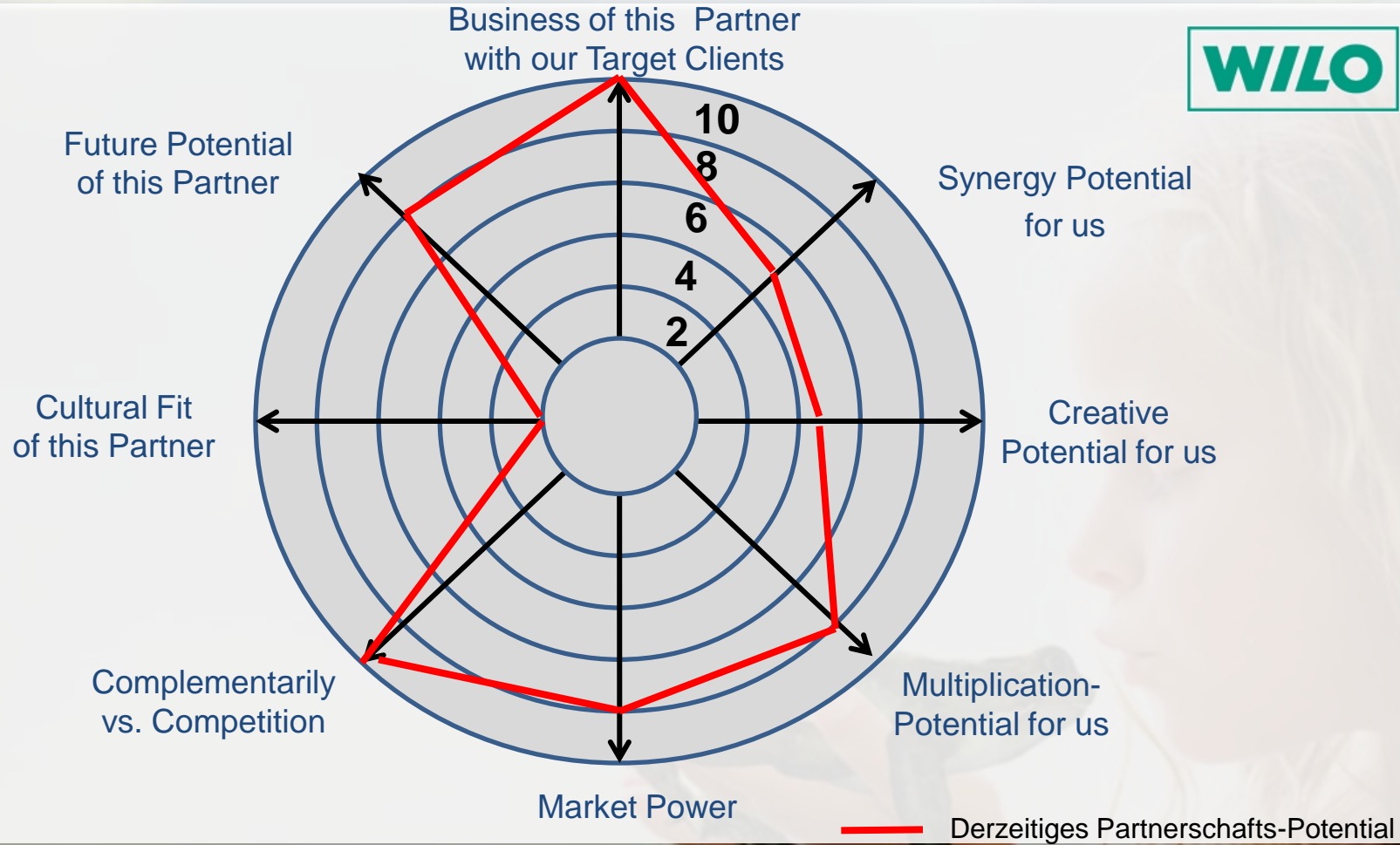
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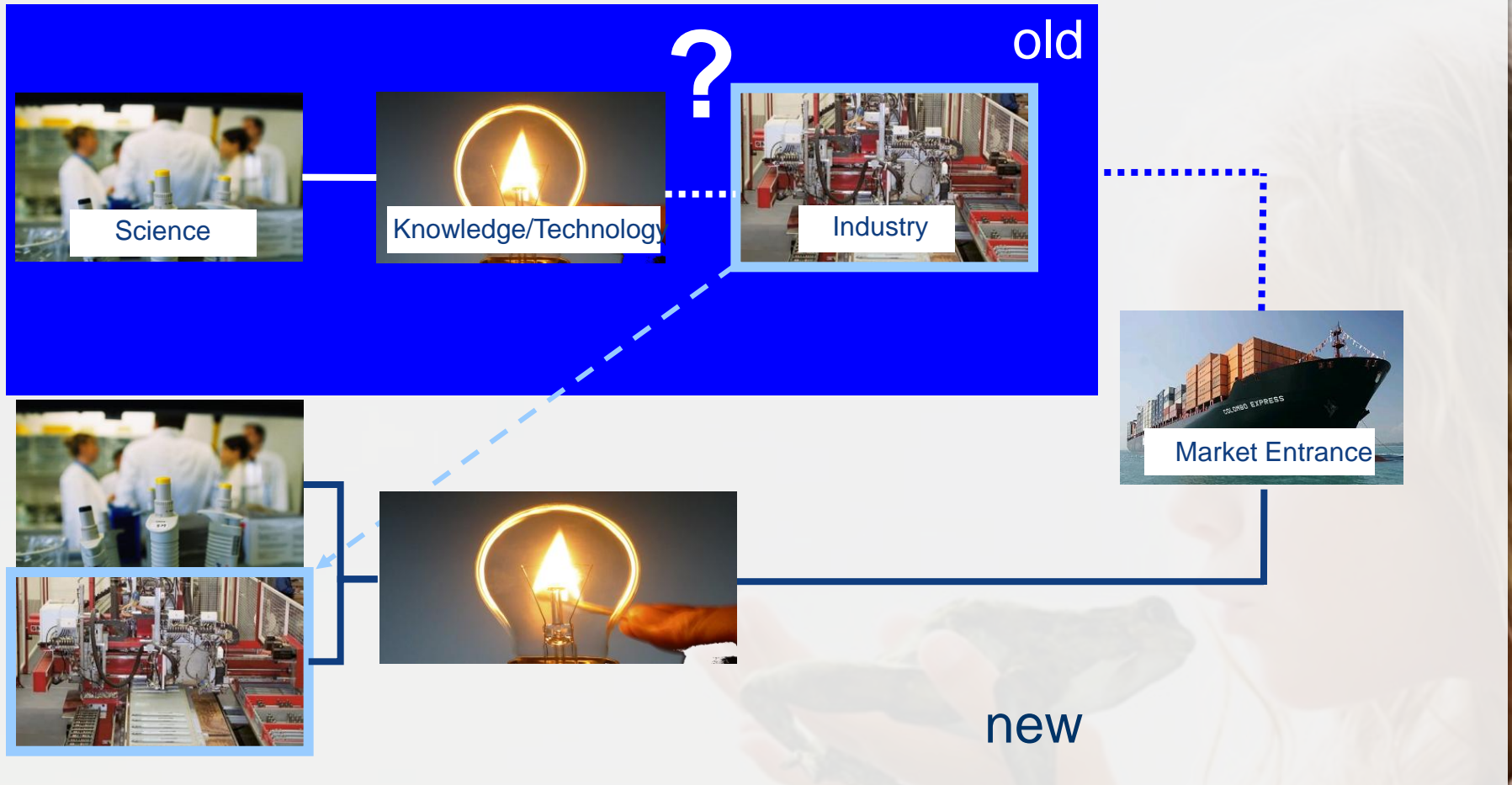
Kategorisieren strategischer Partner von S2B

Ermittlung der Position auf der Dimension - Partnerpotential



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A new Business Model of TechTransfer



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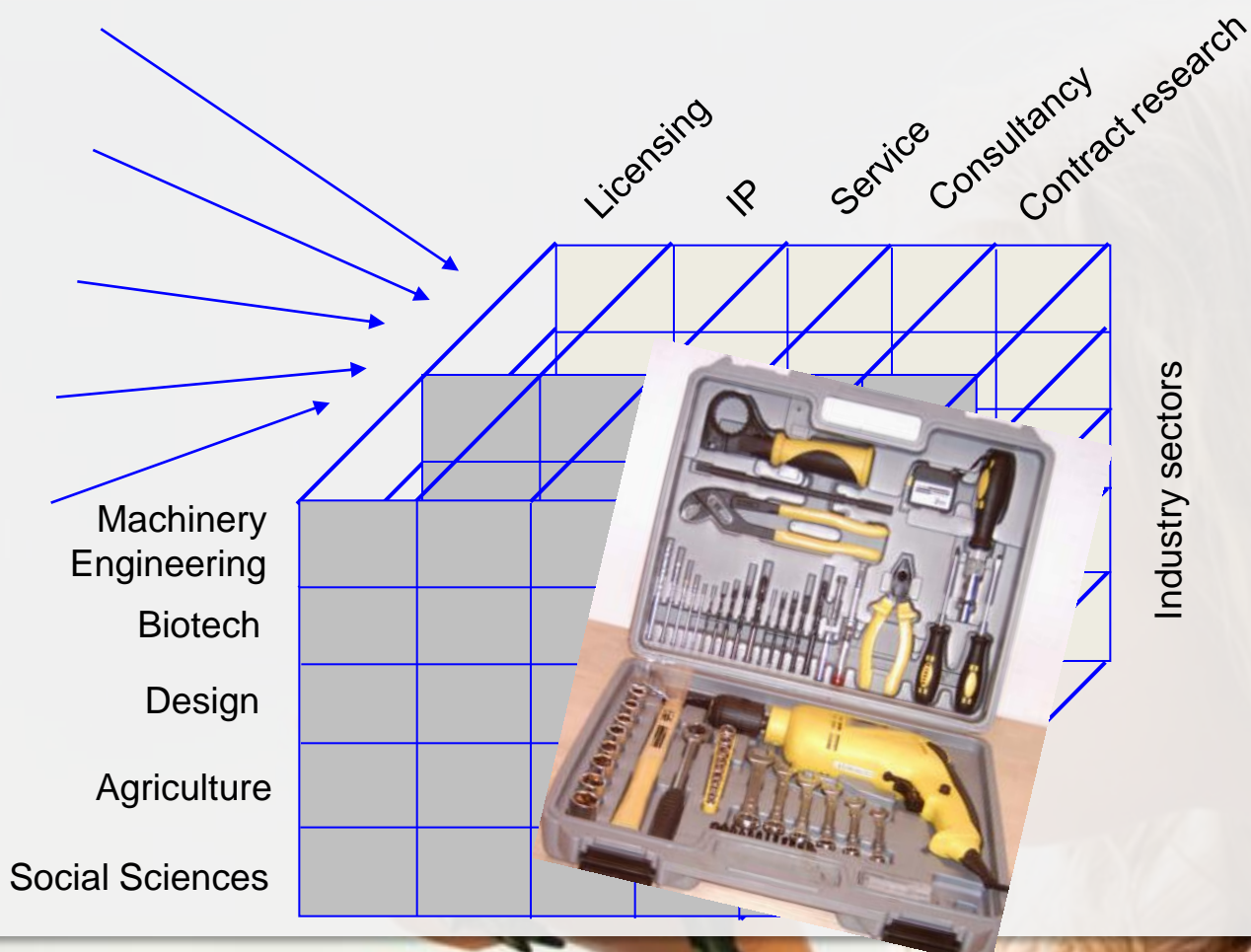


Select examples of instruments

Select examples	Processes	Internal Marketing	External Marketing
Strategic	<ul style="list-style-type: none"> •Vice President •„Partnering” •Vice President with Marketing Background •Privatise the K/TTO •CRM/PRM/KA 	<ul style="list-style-type: none"> •Research Offensive •Incentives for academics •New Reputation System •TOWS Analysis 	<ul style="list-style-type: none"> •Survey on customer needs •Market segmentation •Customer satisfaction surveys •USP - Profile
Operational	<ul style="list-style-type: none"> •Making delegates of companies members of committees •Early stage partnerships •IP Portfolio •Small projects first – then bigger ones 	<ul style="list-style-type: none"> •“Speed dating” •Teaching and Training of academics •Key Account Management 	<ul style="list-style-type: none"> •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**



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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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38 Austauschprozesse



Handbook “Responsible Partnering” ...



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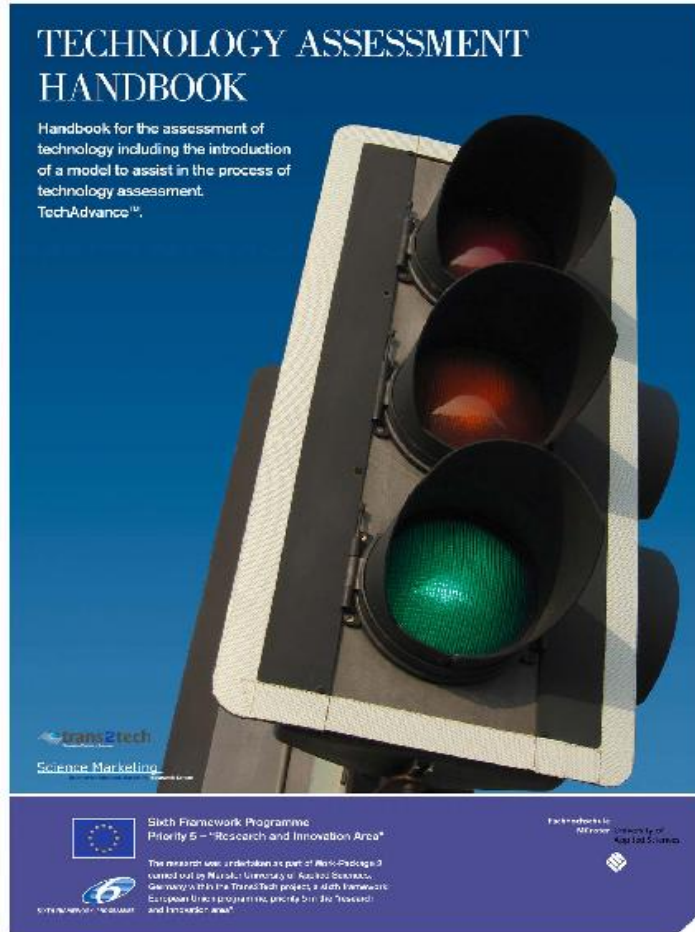
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Selected Publications on the S2B-Marketing Approach at Münster University of Applied Sciences

- Kliewe, Thorsten; Baaken, Thomas; Kesting, Tobias (2012): Introducing a Science-to-Business Marketing Unit to University Knowledge and Technology Transfer Structures: Activities, Benefits, Success Factors, in: Szopa, Anna; Karwowski, Waldemar; Ordóñez de Pablos, Patricia (Ed.): Academic Entrepreneurship and Technological Innovation: A Business Management Perspective, Hershey, pp. 53-74.
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- 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.

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- Baaken, Thomas; Davey, Todd (2012): Wirtschafts-Wissenschaftskooperationen an Fachhochschulen in Europa, In: Zeitschrift für Hochschulentwicklung (ZFHE), Vol. 7, No. 2, S. 44-63.
- 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 Loyol, 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.
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- Kliewe, Thorsten, Davey, Todd; Baaken, Thomas (2009): University-Industry Entrepreneurship: How universities can satisfy business partners to exploit their entrepreneurial potential, in: Marketing and Entrepreneurship, (Ed.) Koçak, Akin, Abimola, T., Özer, A., Watkins-Mathys, L., Ankara, pp. 540-549.
- Baaken, Thomas; Kesting, Tobias (2009): Wertkettenkonzepte im Science Marketing. in: Voss, Rödiger (Hrsg.): Hochschulmarketing. 2., völlig überarbeitete Auflage, Lohmar und Köln, S. 181-200.
- Baaken, Thomas; Partnering in Science-to-Business Relationships (2009), in: Peter v.d. Sijde (Ed): Ondernemerschap in het Hoger Onderwijs – op weg naar overmorgen, Enschede, pp 68-79.
- Baaken, Thomas (2007): Science Marketing - erfolgreiche Forschungsvermarktung, in: Meffert, H., Backhaus, K., Becker, J. (Hrsg.): Hochschulmarketing – Herausforderungen und Erfolgsfaktoren im Wettbewerb, Wissenschaftliche Gesellschaft für Unternehmensführung und CHE, Münster, S. 50-59.
- Baaken, Thomas (2007): Science Marketing – as a key factor in future technology transfer and innovation, in AMSTAC (ed.): Innovative Management of Technology Transfer, Beijing, pp. 290-304.
- Plewa, Carolin; Quester, Pascale, Baaken, Thomas (2005), Relationship Marketing and University-Industry Linkages: A conceptual framework, in: Marketing Theory Vol 5/4, pp. 433-456.