

# University-Industry Interaction: A holistic perspective

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## My background

2009



**Science Marketing**  
Science-to-Business Marketing Research Centre

The world's leading research centre on university-business cooperation, collaborative innovation and engaged universities

2012

**UIIN**  
University Industry  
Innovation Network

300+ member organisation,  
largest conference on  
university-industry interaction,  
training provider

## My current roles

2019



**Science Marketing**  
Science-to-Business Marketing Research Centre

First accreditation  
for entrepreneurial  
and engaged  
universities



**UIIN**  
University Industry  
Innovation Network

Largest global study  
on university-  
business  
cooperation

## UIIN Activities

### UIIN Events

UIIN organizes **international conferences** (500+ attendees) in Europe, and is currently establishing a **professional education program** for higher education leaders and professionals in the field of university-industry interaction.

### UIIN Consultancy

UIIN regularly conducts projects for national governments and the European Commission on **Innovation, Entrepreneurship and University-Business Cooperation**.

### UIIN Research

Through the **University Industry Interaction Magazine**, the **UIIN Good Practice Series** and **Conference proceedings** UIIN actively contributes to sharing knowledge from both science and practice.

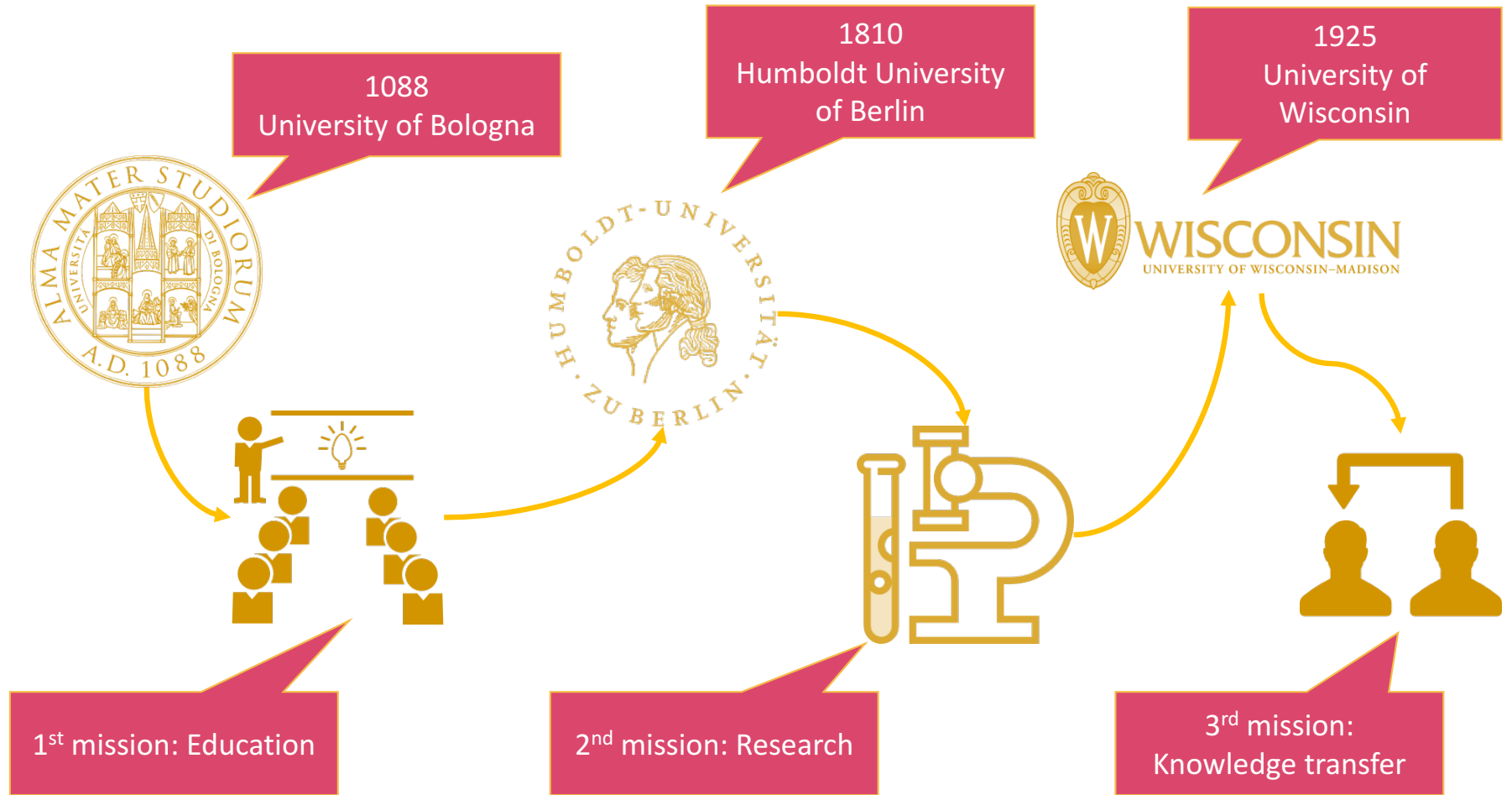
### UIIN Accreditation

UIIN is the initiator of the **Accreditation Council for Entrepreneurial and Engaged Universities (ACEEU)** with currently twelve on-going accreditations since its launch two years ago.

# UIIN: An international community towards UBC



# The history of universities



## The University as an Institution

1

Universities are institutions with their own culture, regardless of their age

2

We strive to be better and look at others to do so

3

We focus on employability of our students and social contribution

In 1991, the total license revenue for US universities was \$130 million, in 2015 it was \$2.4 billion.

”

“

However, 15 US universities  
produce nearly 70% of the US  
license income.

”

“

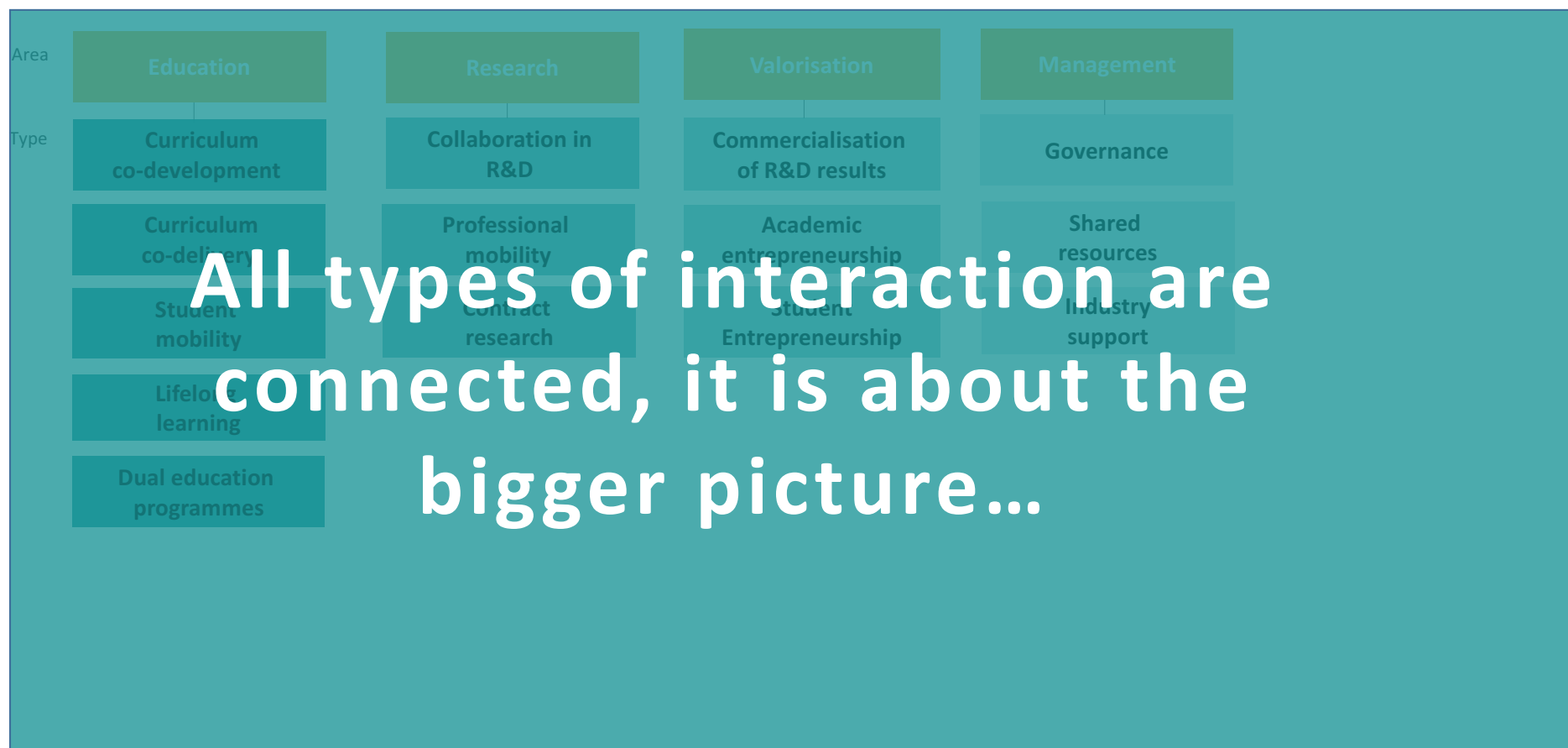


”

Since 1970, Stanford had over 5,000 patents issued, only 79 of those generated more than a million, only 3 generated more than \$100 million.

“

## University-Industry Interaction is more than patents and start-ups



## **Institutional characteristics**

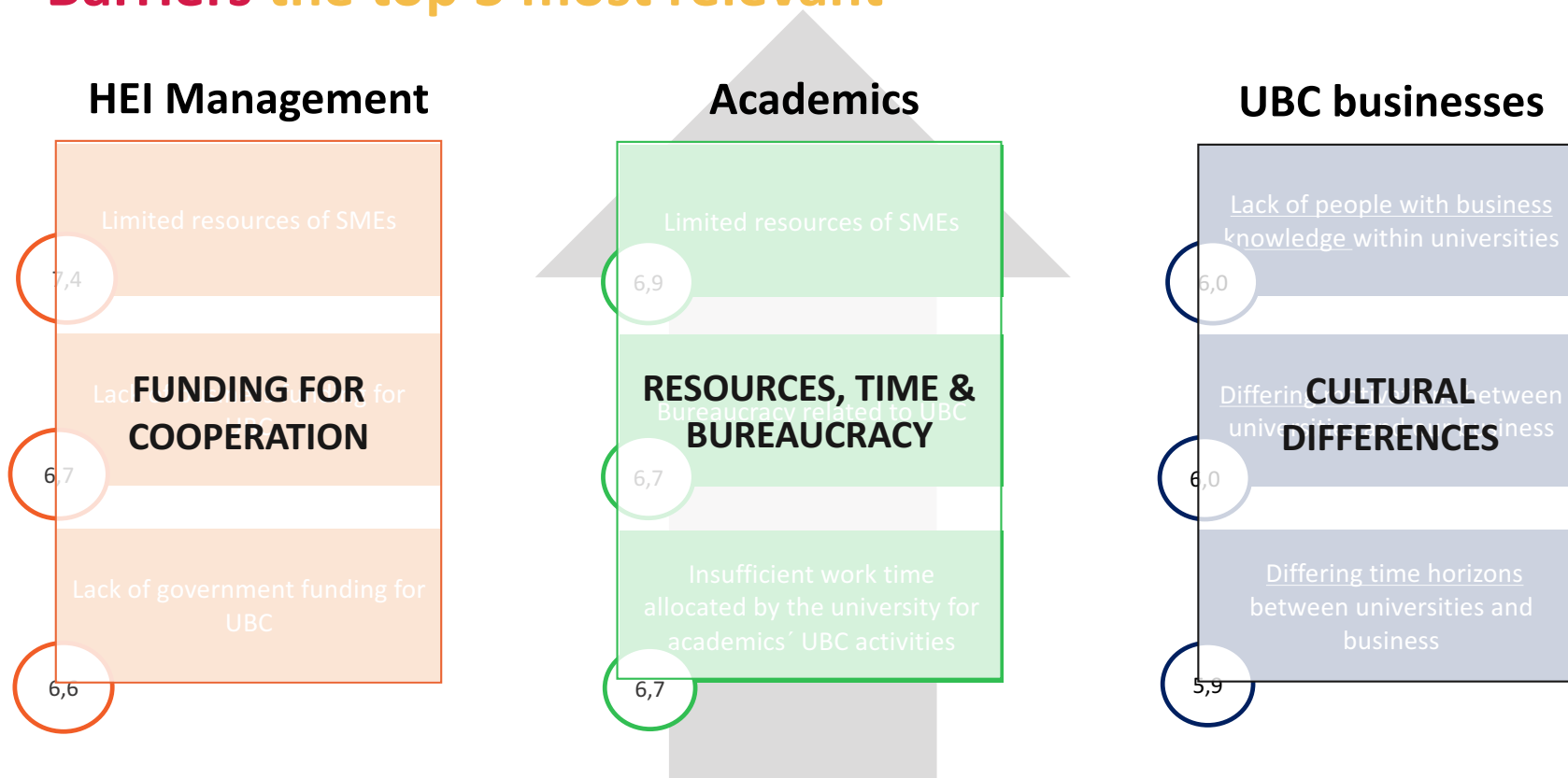


1. Risk averse
2. Long term orientation
3. Bureaucratic institutions
4. Scientific orientation
5. Support structures oriented towards initial missions (education, research).



1. Profit driven
2. Short-term horizon
3. Commercial mentality and mindset
4. Oriented towards practice rather than research
5. Lack of capacity (SMEs)

## Barriers the top 3 most relevant



Scale: 1 = "Not at all relevant" to 10 = "Extremely relevant"

# Science-to-Business Marketing Research Centre, Germany

- Thomas Baaken was appointed as Vice Rector Research and Technology Transfer and applied the concept of marketing to the university's research and technology transfer activities.
- High performance in getting money for projects and research results from companies and non-profit organisations.

2002  
Foundation of  
the centre

2005  
First PhD  
completed

2009  
TechAdvance™  
commercialised  
globally

2012  
Spin-off  
UIIN

2018  
3 Junior  
Professorships

2003  
First international  
conference

2007  
Award:  
Stifterverband

2010  
Spin-off  
apprimo

2017  
15th  
Anniversary

## Motivators the top 3 most relevant

### HEI Management



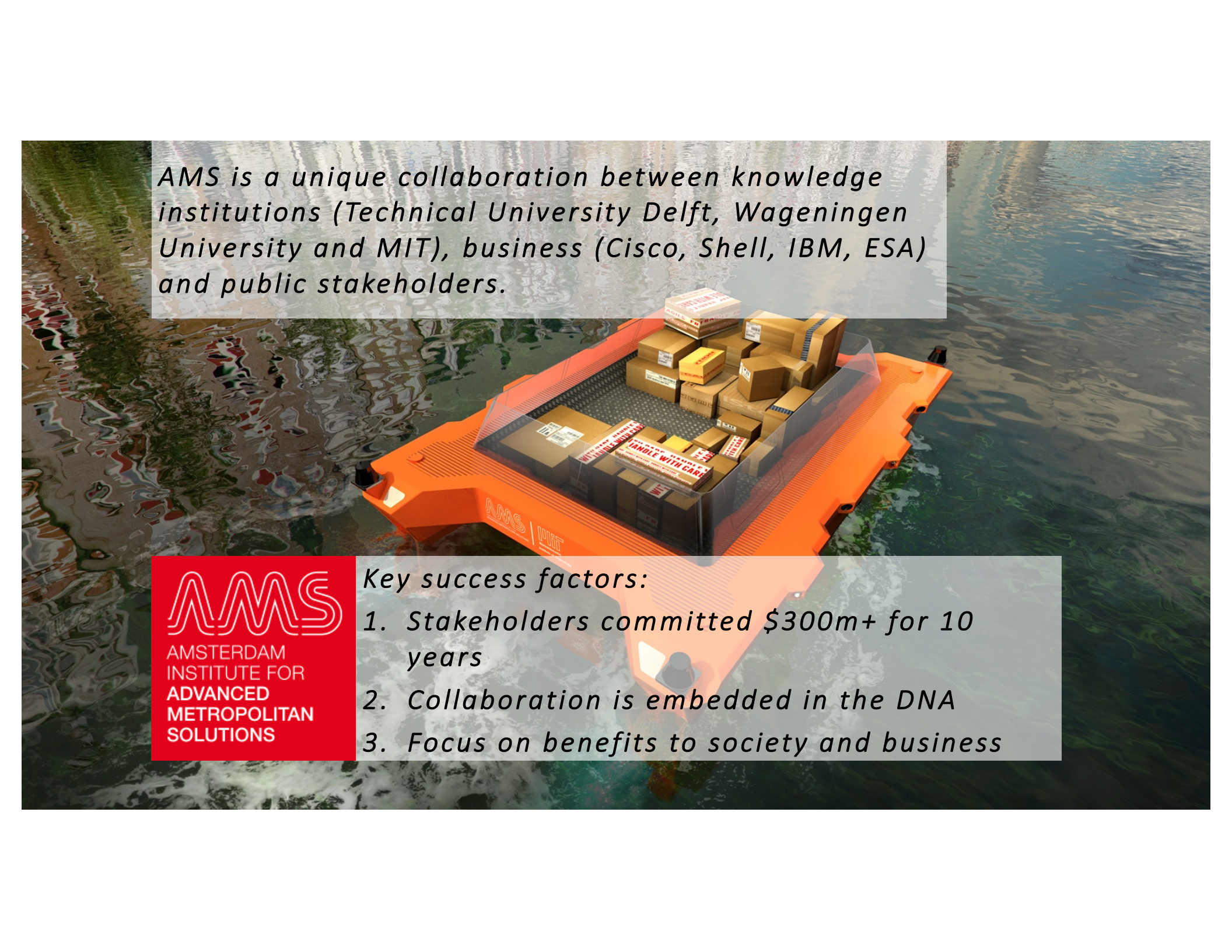
### Academics



### Businesses



Scale: 1 = "Not at all relevant" to 10 = "Extremely relevant"



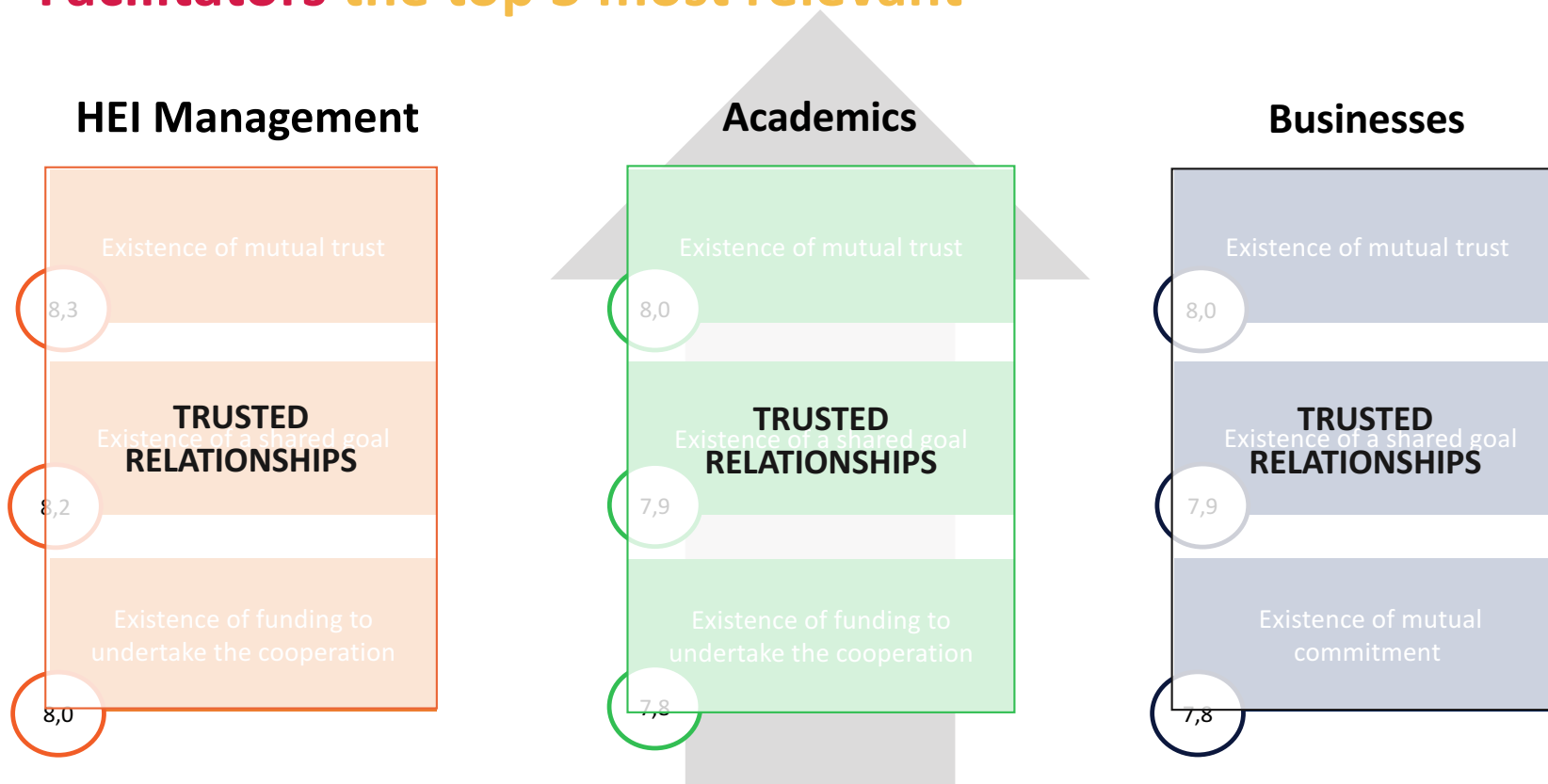
*AMS is a unique collaboration between knowledge institutions (Technical University Delft, Wageningen University and MIT), business (Cisco, Shell, IBM, ESA) and public stakeholders.*



*Key success factors:*

- 1. Stakeholders committed \$300m+ for 10 years*
- 2. Collaboration is embedded in the DNA*
- 3. Focus on benefits to society and business*

## Facilitators the top 3 most relevant



Scale: 1 = "Not at all relevant" to 10 = "Extremely relevant"



A photograph of a modern Siemens building with a curved facade and large windows. The word 'SIEMENS' is prominently displayed in large, white, three-dimensional letters on the building's exterior. The sky is a clear, light blue.

## SIEMENS Centers of Knowledge Interchange (CKI)

**SIEMENS**

*Siemens' university-industry interaction approach is based on various stages, from one-time collaboration, to framework contracts to a strategic partnership.*

*Key success factors:*

- 1. Relationship management*
- 2. Long-term commitment*
- 3. Aligning research and innovation to talent acquisition*

## 10 insights from 50+ global case studies

1. To create and sustain partnerships, there needs to be a **long-term commitment** including resources.
2. **Funding is not essential** for developing cooperation activities (e.g. Perspective Exchange, Münster PBL-activities)
3. External engagement is a **people's game** underpinned by **relationships** (e.g. Siemens CKI)
4. **Entrepreneurial thinking and acting** underpins successful collaboration (e.g. EMPA demonstrators)
5. Both universities and business have increasing capacity and interest in **cooperation in the area of education.**

*More information and reports available at: [www.ub-cooperation.eu](http://www.ub-cooperation.eu)*



## 10 insights from 50+ global case studies

6. **Motivations and incentives** for different stakeholders to engage are important (e.g. Amira P260)
7. Create **simple and flexible** supporting structures
8. It is not just about people, it is about **people with the right skills** and mindset to engage successfully (boundary spanners)
9. Having a supporting ecosystem is important but **it takes time** to build it (e.g. Twente, Waterloo)
10. You need to find a way of **measuring** the 'right' activities (e.g. iAccelerate)



*More information and reports available at: [www.ub-cooperation.eu](http://www.ub-cooperation.eu)*



THE FUTURE OF UNIVERSITIES  
THOUGHTBOOK



# ROLES OF UNIVERSITIES

## Talent-engine

Developing and validating students' competences

## Life partner

Adding or scaling the skills of professionals

## Discovery

Cutting edge visionary and collaborative research

## Home-base

Open co-working exchange space for the region

## Launch-pad

Entrepreneurial base for students, academics, business

## Contact Information



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