

# 10 YEARS

2002 – 2012



**Science Marketing**

Science-to-Business Marketing Research Centre

# 10 YEARS

## Preface

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2002	2002 – The Year of Birth	Customer Satisfaction in Research Markets
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	First PhD completed	
2006	Successfully reviewed by Peers from Academia, Business and Politics	The Trans2Tech Project
	The Team reached 10 full and part-time Employees including 3 PhD Candidates	
2007	Award by Stifterverband für die Deutsche Wissenschaft	Optimisation of the scientific Value Creation Chain
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2010	Moving to new Office	Join to Create
	Spin-off: apprimo	
2011	The Team reached 20 full-time and part-time Employees including 7 PhD Candidates	The S2BMRC completes the largest Study ever-conducted
	S2BMRC and MUAS recognised as European Best Practise Cases	
2012	“Entrepreneurial Universities” Conference in Münster, Germany	S2BMRC expand their Expertise into Latin-America

### Happy Birthday S2B

Using the knowledge accumulated over five years of applying marketing to the university in my position as Vice-Rector Research, Development and Knowledge Transfer at Münster University of Applied Sciences, the Centre for Science Marketing was created in 2002.

The underlying idea for creating new marketing approaches for research organisations was simple: If the university wants to collaborate more intensively with its partners from the industry, for the purpose of raising additional funding, it is a market... and it seemed clear to us that if we wanted to be successful in a market, we needed marketing!

Using this tenet, the Science-to-Business Marketing Research Centre is dedicated to investigating and creating marketing strategies and instruments in relation to research achievements. Its focus distinguishes us from university's former technology transfer approaches because „Science Marketing“ focuses on target groups, future users, potential partners and other stakeholders.

Furthermore, the attention is not directed at communication predominantly, as shown in the majority of contemporary publications in university marketing. Instead it is focused at the total array of customer orientation, benefit creation and innovative marketing approaches.

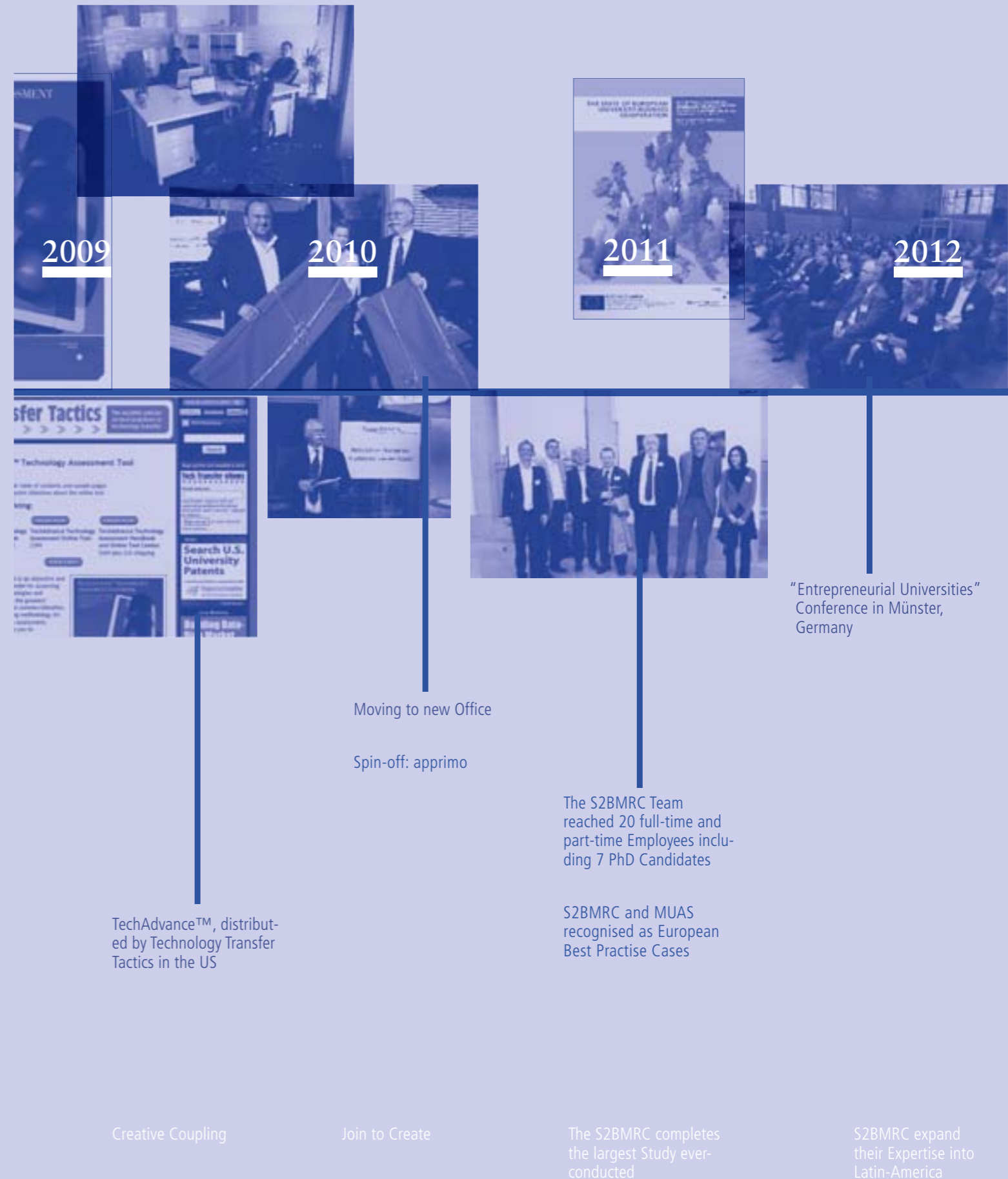
The Science-to-Business Marketing Centre is proud to present milestones, achievements and select projects of our work, covering the 10-years period from March 2002 until March 2012.

We invite all stakeholders of university-business interaction to celebrate our 10-years birthday with us; however we would also like to encourage a discussion of our work, approach and project results as well as future cooperation with interested parties.

Sincerely,



Thomas Baaken  
Münster March 2012



**2009**

**2010**

**2011**

**2012**

Moving to new Office

Spin-off: apprimo

TechAdvance™, distributed by Technology Transfer Tactics in the US

The S2BMRC Team reached 20 full-time and part-time Employees including 7 PhD Candidates

S2BMRC and MUAS recognised as European Best Practise Cases

Creative Coupling

Join to Create

The S2BMRC completes the largest Study ever-conducted

S2BMRC expand their Expertise into Latin-America

“Entrepreneurial Universities” Conference in Münster, Germany

# 10 YEARS



2002

2002 – The Year of Birth



2003

1<sup>st</sup> International Conference

Customer Satisfaction in Research Markets



2004

First EU Project Grant

Hosting and teaching Delegates from Europe



2005

4<sup>th</sup> International Conference in Pretoria  
5<sup>th</sup> International Conference in Tokyo  
First PhD completed

Responsible Partnering Initiative and Handbook



2006

S2BMRC Successfully reviewed by Peers from Academia, Business and Politics  
The S2BMRC Team reached 10 full and part-time Employees including 3 PhD Candidates

The Trans2Tech Project



2007

Award by Stifterverband für die Deutsche Wissenschaft

Optimisation of the scientific Value Creation Chain



2008

8<sup>th</sup> International Conference  
Adjunct Professorship at The University of Adelaide

The Vision of Future Parcels Delivery Services



2009

TechAdvance™, distributed by the Technology Transfer Tactics platform in the USA

Creative Coupling



2010

Moving to new office  
Spin-off foundation: aprimo

Join to Create



2011

The S2BMRC team reached 21 full-time and part-time employees including 7 PhD candidates.  
S2BMRC and MUAS recognised at European best practise cases

The S2BMRC completes the largest study ever-completed



2012

"Entrepreneurial Universities" conference in Münster, Germany

S2BMRC expand their expertise their into Latin-America



## 2002 – The Year of Birth

*The Science Marketing Research Centre was born; March 2002.*



Münster University of Applied Sciences was successful for years in acquiring great amounts of third-party funding due to a successful usage of marketing strategies, concepts, models and measures. 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.

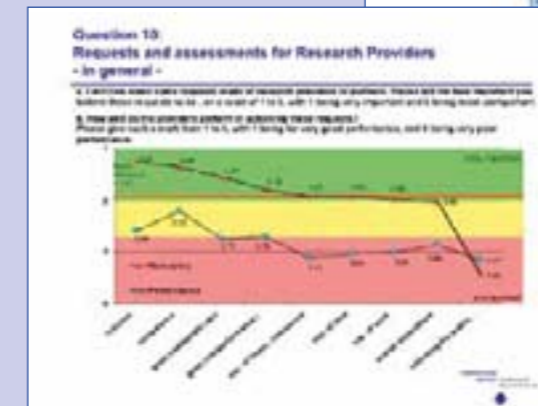
Because of this exceptional performance in getting money for projects and research results from companies and non-profit organisations the Ministry of Science of the Federal State of North Rhine-Westphalia decided to fund the Science-to-Business Marketing Research Centre as one of the major projects for 3 years, aiming at gaining more and structured knowledge on how research projects between universities and companies can work and to share this knowledge with other universities and research institutions in order to increase their third-party funding levels from commercial projects.

## Customer Satisfaction in Research Markets

Due to the fact that a marketing professor was the leader of the Science-to-Business Marketing Research Centre, the project started with the initial step of conducting marketing – namely market research: asking customers. Thus, a customer satisfaction survey with German companies and non-profit organisations, already working with research institutions, was conducted to learn about the performance of universities and research institutions in regards to collaboration with industry. At that stage, this was the first strategic and systematic approach concerning customer satisfaction in the field of science research and development.

Learning from the results of the survey, the performance and deliveries of research institutions were subject for improvement. The university learned to be empathic and consider customers perceptions.

After having published the study, the research centre received many requests from different countries of the world to conduct similar surveys. The survey was extended to countries like South Africa, Japan, Australia, and some European countries.



# 1<sup>st</sup> International Conference

*on Science-to-Business Marketing and Successful Research Commercialisation in Australia*



The Research Centre organised its first conference in German-Australian cooperation on 9<sup>th</sup> December 2003 in Adelaide, Australia. This was the first of a series of international conferences on the subject of Science-to-Business Marketing.

The conference was sponsored by the Government of South Australia, Department of Further Education, Employment, Science & Technology, and the DAAD (German-Academic Exchange Service).

Cooperation Partner was the ECIC Education Centre for Innovation and Commercialisation of The University of Adelaide and on SME level Realize Technology Pty Ltd, a company focused on research commercialisation.



## Key Notes:

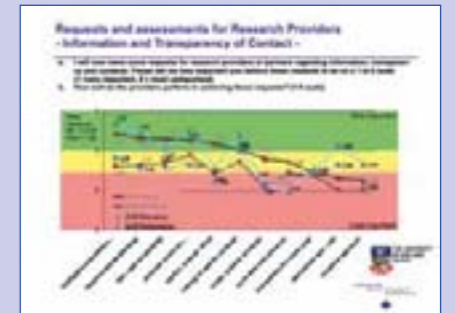
- Thomas Baaken, Director "Science Marketing", Germany
- Karl Schultheis, Head of the research funding branch Ministry of Science and Research, NRW, Germany
- Klaus Niederdrenk, Rector Münster University of Applied Sciences, Germany
- Shane Cheek, Director Realize Technology Pty Ltd, Australia
- Peter Robinson, Chair CRC for Cast Metals Manufacturing, Australia
- Carolin Plewa, University of Adelaide and "Science Marketing", Germany
- Rodger Bouette, Managing Director Ingara Technology Strategies Pty Ltd, Australia

# Customer Satisfaction Survey in Australia



During the stay of Thomas Baaken at ECIC University of Adelaide the S2B Marketing team conducted a study on customer satisfaction across all sectors of South Australian Universities on behalf of the South Australian Government.

*250 Research Clients answered questionnaires regarding their expectations of Research Institutions in case of cooperation and their satisfaction of the deliveries of researchers.*



From an Australian perspective a number of issues in respect to the areas, the universities could improve their performance level and achieve a better market position, were identified. The results have been published e.g. as

- Baaken, Thomas (2004): Survey of Research Cooperation Reveals Strengths – and Weaknesses, in: Australian R&D Review, February 2004 and
- Baaken, Thomas; Plewa, Carolin (2004): Key Success Factors in Research Commercialization, in: Hosni, Y. A.; Smith, R.; Khalil, T. (Eds.): Management of Technology, New Directions in Technology Transfer, Washington DC, Amsterdam. S. 75-89.

The German data was analysed by benchmarking it against the Australian data.

The lessons learned were that Australian universities are performing better in some areas than their German counterparts.

Areas in which Australian research institutions perform significantly better than Germans:

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

The next step was analysing those areas, in order to learn why this was the case and to adapt it to European universities in follow up projects.



## First EU Project Grant



In the first EU project which had been granted, S2BMRC was responsible for the leadership of the ProTon work package 7 "Interaction with Industry". Besides collecting a number of Best Practice Cases from all over Europe in University Business Cooperation, the work package delivered workshops, symposiums, clinics to European universities and companies.

ProTon Europe – Innovation from Public Research – is the European Knowledge Transfer Association, created in 2003 by the European Commission, with more than 600 member universities in all European Countries.



## Hosting and teaching Delegates from Europe



The S2B Marketing Research Centre also qualified as a place to learn, thus a number of delegates from different universities and different countries have been hosted for two to six weeks to work with the team for gaining and adapting new knowledge.

*An additional benefit for European cooperation!*



Giuliana Gatteschi, University of Bologna (Italy), Marta Matos, University of Minho (Portugal), Alexandra Horváth, Eötvös Loránd University (Hungary), Catherine Louch, Coventry University (UK), Martin Haywood, AURIL (UK), John Latham, Vice President Coventry University (UK),



## 4<sup>th</sup> International Conference in Pretoria



*on Science-to-Business Marketing and  
Successful Research Commercialisation*



In cooperation with the University of Pretoria and the South African company TechnoScene Pty Ltd, the Science-to-Business Research Centre Germany at Münster University of Applied Sciences organised the 4<sup>th</sup> "Science Marketing" conference in Pretoria, South Africa, on 18<sup>th</sup> and 19<sup>th</sup> October 2005.

This conference was characterised by an extremely high level of internationality with speakers from eleven different nationalities.



## 5<sup>th</sup> International Conference in Tokyo



*on Science-to-Business  
Marketing and Successful  
Research Commercialisation*



Hosted by: Science-to-Business Research Centre Germany at Münster University of Applied Sciences in cooperation with Nihon University, Tokyo, Japan. This conference was registered as an official project of the German-Japanese Year ([www.doitsu-nen.jp/index\\_DE.html](http://www.doitsu-nen.jp/index_DE.html)) "Germany in Japan" 2005/2006 and as an event of the "EU-Japan Year of People to People Exchanges 2005."

The conference presentations of the track "Science Marketing" was issued in a special edition of the IJTIP (International Journal of Technology Intelligence and Planning) on the subject of Science-to-Business Marketing.



## First PhD completed

Carolin Plewa completed her PhD entitled "Key Drivers of University-Industry Relationships and the Impact of Organisational Culture Difference; a Dyadic Study" in 2005, graduating from The University of Adelaide in 2006 with a nomination for the University Postgraduate Alumni Medal. She was supervised by Prof. Pascale Quester and Prof. Thomas Baaken.



*The Science-to-Business  
Marketing Research Centre  
was involved in creating the  
Responsible Partnering  
Initiative and Handbook*



Europe's universities are increasingly developing partnerships in their research and innovation missions, embracing the "Open Innovation model" of university-business collaboration.

The Responsible Partnering Handbook "Joining forces in a world of open innovation - a guide to better practice for collaborative research between sciences and industry" has been developed through close collaboration between the European University Association (EUA), the European Industrial Research Management Association (EIRMA), the European Association of Research and Technology Organisations (EARTO) and the European Network of Knowledge Transfer Offices linked to Universities and Public Research Organisations (ProTon Europe).

The origins of the Responsible Partnering Initiative date back to a major conference, which was held in 2004 bringing together the main stakeholders from universities, industry and public research organisations. As a result of the conference, the handbook based on good practices in university/industry collaborative research was published in 2005.

*It is available in all European  
languages for downloads.*



## S2BMRC successfully reviewed

by Peers from Academia, Business and Politics

18<sup>th</sup> August 2006

The Science-to-Business Marketing Research Centre (S2BMRC) was reviewed and evaluated by external peers from industry, politics and academia. The result attested the centre a quality and activity level far above the average. Also mentioned were the unusual approach to introduce marketing to research and sciences to get it closer to markets and raise the likelihood to sell knowledge and competencies to businesses. The peer's recommendation aimed to grow the centre to

a certain critical team size to have different competencies, knowledge sections as well as languages available and also further internationalise and partner with organisations in different countries of Europe and on EC level. The peers stated that the S2BMRC approach fosters entrepreneurial attitudes in universities. The continuous success of growing third party money of Münster University of Applied Sciences (MUAS) was according to the reviewers clearly based on the S2BMRC activities and instruments.



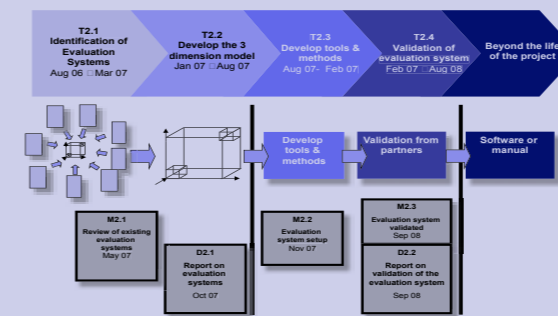
## The S2BMRC Team reached 10 full and part-time Employees including 3 PhD Candidates

## The Trans2Tech Project to foster European transnational Technology Transfer

Along with 5 European partners and as part of a specific support action (SSA) funded by the European Commission, the S2BMRC were awarded funding for the Trans2Tech project. The project commenced in 2006 and concluded in 2008. It aimed to foster transnational technology transfer throughout Europe by improving the marketing of technologies at both the supply-side and the demand-side. This project intended to strengthen the link between academic research, high technology industry (start-up, SMEs, large companies) and intermediaries. S2BMRC was tasked with the design and implementation of a system enabling evaluation of the industrial potential of technologies, projects, structures and teams from academic research. Following a literature review, best practice analyses, in-depth interviews and a quantitative web-based questionnaire, a method was created to support this activity, which was then subsequently validated through three rounds of validation workshops.



Through this, the TechAdvance™ technology and research evaluation method was created and validated.





## Award by Stifterverband für die Deutsche Wissenschaft

is the Business Community's Innovation Agency for the German Science System



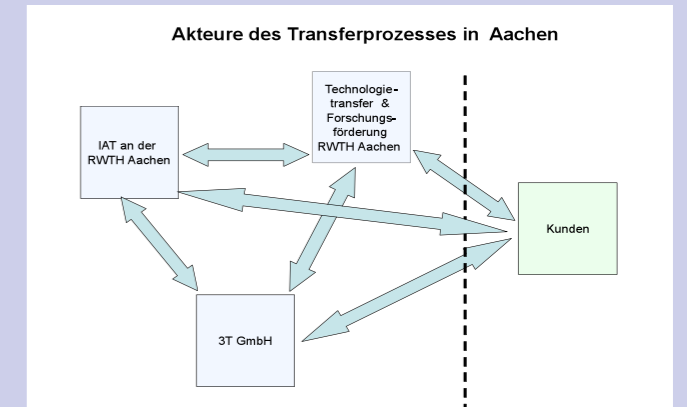
In 2007, Münster University of Applied Sciences (MUAS) was awarded as one of the Top 5 Universities in Germany applying the best strategies of university-business knowledge exchange and technology transfer by the German Federal Ministry of Education and Research and the business community's innovation agency for the German science system. MUAS were recognised for generating the highest amount of 'third-party' funding (industry contribution) from all universities of applied sciences in Germany. Professor Baaken in his previous role of Vice Rector and the work of the S2BMRC were integral to the university achieving this success.



## Optimisation of the scientific Value Creation Chain

through a demand-oriented Knowledge and Technology Transfer

New challenges through the development of a one-sided transfer to Science-to-Business Marketing.



The main reason for an inadequate ability to transfer research results and technological competencies into innovation and competitive advantages is the ineffective knowledge and technology transfer. The planned research project "Optimisation of the scientific value creation chain through a demand-oriented knowledge and technology transfer" is taking this situation as a starting point as it aims at developing and test new strategic options for knowledge and technology transfer, through several sub-projects.

For the first time, exploitation stages of the scientific value creation chain were analysed and evaluated. Based on this, a model for optimisation of the scientific value creation chain was developed and tested.

In four different sub-projects with varying partner constellations transfer processes were collected, mapped and analysed in relation to their efficiency potential. The compositions of the projects are of heterogeneous nature amongst each other (company size, industry sector, institute, transfer mediators and transfer managers).

In addition, surveys were conducted amongst companies and professors (researchers).

In one of the empirical investigations with 2000 companies in Germany, Belgium and the Netherlands the focus was put on the cooperation with research providers external to the company. 48% of respondents have and/or did have previous contacts to external research providers for collaborative projects. The first contact related to the cooperation between research customer and external research provider was of direct nature. Transfer mediators only hold a minor role in terms of initial contact. Trust and reliability are of great importance when choosing a research provider.

On behalf of the professors and researchers, the relevance of transfer agencies in universities was ranked as low. It was confirmed that the main actors of transfer activities is based on the scientific side.

The following publications were produced:

Baaken, Thomas (2010): Science-to-Business Marketing als Auslöser und Treiber für Innovationen. In: Baaken, Thomas; Höft, Uwe; Kesting, Tobias (Hrsg.): Marketing für Innovationen. Wie innovative Unternehmen die Bedürfnisse ihrer Kunden erfüllen, Lichtenberg (Odw.), S. 3-12.

Baaken, Thomas; Davey, Todd; Kliewe, Thorsten (2009): Technology Assessment Handbook, Münster.

Baaken, Thomas (2009): Science-to-Business-Marketing und Partnering als konsequente Weiterentwicklung des Technologietransfers. In: Merten, Wolfgang (Hrsg.), Wissenschaftsmarketing - Dialoge gestalten, Bonn, S. 41-53.

Baaken, Thomas; Kesting, Tobias (2009): Wertkettenkonzepte im Science-to-Business Marketing. In: Voss, Rüdiger (Hrsg.): Hochschulmarketing. 2., völlig überarbeitete Auflage, Lohmar und Köln, S. 181-200.

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 (Hrsg.): Higher Education Institutions and Innovation in the Knowledge Society, Helsinki, S. 103-116.





## 8<sup>th</sup> International Conference on Science-to-Business Marketing

Austauschprozesse: Extracting the Value  
out of University-Industry Interaction

In October 2008, Münster University of Applied Sciences hosted in cooperation with the Joint Initiative of the German Industry for promoting German Sciences a conference on "Extracting the Value out of University-Industry Interaction" providing an excellent opportunity to share and exchange latest knowledge on university-industry interaction for academics and practitioners worldwide.

For detailed information please look at our  
conference homepage:

[www.austauschprozesse-conference.com](http://www.austauschprozesse-conference.com)



The conference included keynote addresses, parallel tracks as well as three different workshops as well as a PhD Workshop.



## Adjunct Professorship at The University of Adelaide

Due to the regular teaching and periodically visits to The University of Adelaide and based on the research activities and joined publications, the Board of Adelaide University appointed Thomas Baaken as Adjunct Professor in ECIC.

ECIC is the Entrepreneurship Commercialisation and Innovation Centre of Adelaide's University, a member of the "Group of 8" and Thomas Baaken is doing research and lecturing in Technology Transfer and Commercialisation Management.

Through this position and additional activities the cooperation of Adelaide and Münster is striving for further grants and projects in University Business Interaction.

## The Vision of Future Parcels Delivery Services



Parcel shipment and logistics in general have to adapt to permanent changes in the market. Due to this, companies like DHL are forced to continuously innovate their products, services and processes in order to gain, respectively to ensure, a long-term competitive advantage.

While companies in Business-to-Consumer markets permanently receive ideas from their consumers, which allows them to improve their products, the case is different in parcel shipment. Due to the fact that customers are integrated in the process to a high degree, but only have a minor interest in the topic, parcel shipment can be described as a "high involvement, low interest" service. Consequently customers only have a minor interest to optimise parcel shipment through new or modified products, services and processes and to design it actively.

to parcel shipment or the implementation of the 3-6-5 method), in order to fill the platform with first ideas. Future Parcel was distributed via diverse channels, amongst others via blogs, online-communities or via addressing partner universities and eBay-powerseller.

Overall the online platform was visited by more than 2400 visitors (unique visitors) from 56 countries from all 5 continents. The visitors handed-in 195 ideas, which were commented on more than 180 times and evaluated more than 1000 times. In a first evaluation step the potential of the 195 was determined. In total 42 ideas indicated a realistic and significant market potential.

These ideas were subject to a further, more detailed evaluation, which was composed of 5 main criteria with further sub-criteria and single weightings.



The ideas with the highest market potential were further developed and presented to the project partner DHL in Bonn.

The aim of the project was the generation of ideas for the "Paket von Morgen", the development of a set of criteria to evaluate ideas and to apply it. The project task comprised the private customer segment of DHL and was particularly aimed at promoting the cross-border exchange of ideas and contained the implementation of different creativity techniques.

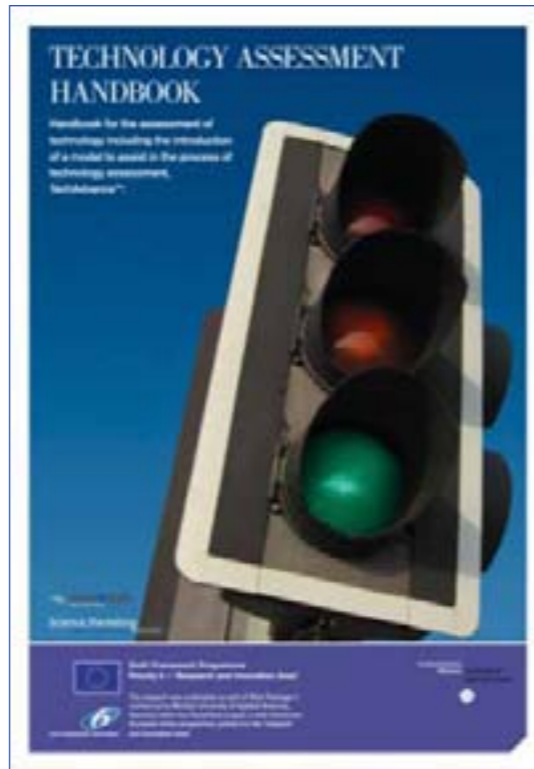
While the joint realisation of the project through Münster University of Applied Sciences and DHL can already be described as open innovation, the project pursued the objective to involve as many persons as possible in the innovation process. In line with this aim an online platform, called "Future Parcel" was developed by the project group, which served as a single point of contact, where ideas were handed in. The platform was made available in English, Spanish and Chinese. Furthermore it offered the possibility to download instructions regarding the implementation of creativity techniques, to be used "offline" afterwards. The project team itself implemented some activities and creativity techniques (e.g. a drawing competition in a primary school with regard





### The S2BMRC created Product, **TechAdvance™, distributed by Technology Transfer Tactics in the US**

After the end of the Trans2Tech project in August 2008, in cooperation with partners from Australia, South Africa, Spain, Thailand, Canada, Belgium, Italy, Portugal and France, the TechAdvance™ tool was further developed and started to arouse significant interest from universities and businesses. The overall objective of this research was to develop a practical evaluation system to assist the identification and development of technology projects that are more likely to be successful in the commercialisation process. Subsequently, the TechAdvance Handbook and online platform was launched in late 2009 and sold through the Technology Transfer Tactics platform in the US.



www.technologytransfertactics.com/content/techadvance/



### Creative Coupling

#### *Innovation Generation through Resource Recombination*



In dynamic environments where fierce competition exists, the need to make efficient use of a firm's resources is crucial. For a long time, researchers have highlighted that not only the search for new resources (e.g. knowledge, intellectual assets, human resources) but also the usage of existing ones in new ways is an important source of innovation and competitive advantage (e.g. Schumpeter 1934; Usher 1954; Penrose 1959; Koestler 1964).

The concept of Resource Recombination has attracted considerable interest in the past with many publications from a variety of academic fields stressing its importance (e.g. Schumpeter, 1934; Usher, 1954; Penrose, 1959; Koestler, 1964; Bouette, 2004). However, the failure of firms to find systematic ways to identify, evaluate and combine existing resources successfully is well documented in research stemming from a lack of understanding of how organisations can strategically and practically approach and foster Resource Recombination as a source for continuous innovation generation (Kliewe, Marquardt and Baaken, 2009).

The research project investigated the topic "Creative Coupling - Innovation Generation through Resources Recombination". The aims of the project were to develop a systematic approach towards innovation generation through the recombination of existing resources and thereby showing pathways for firms to creatively combine their existing knowledge and technologies with new external and internal knowledge to develop new innovative products and services. The project set out to develop a toolbox, including validated methods, tools and processes for the intelligent combination of existing resources in new ways.

The toolbox developed in the project presents over 30 tools, methods and processes that help firms as well as universities to strategically develop new innovative resource recombinations through the identification, evaluation and recombination of complementary knowledge. Thereby, offering powerful instruments and a systematic and practical approach for firms to strategically foster innovation generation through resource recombination.





from to



## Moving to new Office

In 2010 the team moved to new professional office space in the Technology Park of Münster.



## Spin-off: apprimo

Since 2010, the Science-to-Business Marketing Research Centre's first spin-off company, apprimo, is operating as a research and consulting firm in the field of science-to-business. The company founders have combined the experience of more than 10 years of academic research in the area of innovation and technology transfer to develop practical products and services helping its clients to respond to today's business challenges.

The company was founded out of a market need for methods to facilitate improved university-business cooperation and to improve innovation ROI. The tools and methods created through the research of the Science-to-Business Marketing Research Centre form the basis for the company and a close working relationship with the centre offers continuous development in line with world's best practice. With university and business clients alike, apprimo retains its founding philosophy of functioning as a conduit between science and business, research and practice to increase innovation capabilities.



For more information: [www.apprimo.com](http://www.apprimo.com)



## Join to Create Hybrid Value Creation through Partnering

Hybrid value creation offers untapped potential in relation to the competitive position of companies and universities via so called product service systems (PSS). These are problem solving and solution-oriented integrated combinations of products and services or of different services, matched together in a way, which provides more value for the customer than the sum of the single components. Despite the increasing importance, both in practice and in research, gaps on substantive issues are still found: Thus, the state of research on inter-organisational hybrid value creation is still insufficient, especially in involving universities in the creation process of PSS. This is where the project "Hybrid value creation through partnering" started and will focus on the cooperation of complementary and synergetic product and service providers to explore new paths.



The centre is proud to be granted 600.000€ for 3 years in order to develop:

1. Strategies to design demand oriented bundles of integrated products and services
2. Methods and actions for conception and definition of demand driven product service bundles
3. Methods and actions for cross-organizational development and provision of product service bundles
4. Partnering models for hybrid value creation (development & classification)
5. Collaborative business models for hybrid value creation (development & classification)
6. Internal and external development of marketing instruments / marketing concepts for cross-organizational product service systems, nationally and internationally





**The S2BMRC Team reached 20 full-time and part-time Employees including 7 PhD Candidates**

**S2BMRC and MUAS recognised as European Best Practise Cases**

The S2BMRC was recognised as best practice in the EUIMA Collaborative Research project, a two-year project contributing to the development of monitoring tools and indicators for the assessment of university-based collaborative research and to advance and support the development of collaborative research and increase the attractiveness of university careers, both in research and in managing the partnership. Further S2BMRC and MUAS were recognised by the European Commission as one of 30 European good practice case studies within the "Study on the cooperation between Higher Education Institutions and public and private organisations in Europe". The cases were published on the DG Education & Culture website as an example for successful university-business cooperation.



**The S2BMRC completes the largest Study ever-conducted into European University-Business Cooperation (UBC)**

In 2010, the S2BMRC pitched for and won a consultancy project with the European Commission (EC) to conduct the first major study on UBC in Europe, in the process triumphing over more than 20 major international organisations. The fifteen and a half month study conducted for the DG Education and Culture during 2010 and 2011, not only measured the actual level of UBC (i.e. status quo) to provide a benchmark for European UBC, but also outlined potential reasons, influencing factors, drivers and barriers to UBC as well as offered recommendations for the future. The main components of the project were an extensive literature review, in-depth qualitative interviews with recognised industry experts, a major quantitative survey and the collection of 30 good practise case studies in UBC. The survey was translated into 22 languages and sent to over 3,500 European HEIs in 33 countries during March 2011 achieving a final sample of 6,280 academics and HEI representatives, making the study the largest study into cooperation between HEIs and business yet completed in Europe. Further, S2BMRC researched, prepared and delivered 30 good practice UBC case studies in cooperation with four expert UBC partners in The Netherlands, Spain, Poland and the United Kingdom.



**S2BMRC expand  
their Expertise into  
Latin-America**

*“Science-to-Business, Change Management to Enhance Knowledge Transfer and Partnerships between the Higher Education Institutions and their economic Context”*

The DIES Programme is conducted by the German Academic Exchange Service (DAAD) and the German Rectors' Conference (HRK). DIES stands for "Dialogue on Innovative Higher Education Strategies" and supports higher education institutions in developing countries to develop strategies, which improve the university management as well as the quality and relevance of study programmes.

Therefore the Münster University of Applied Sciences (MUAS) in conjunction with the Universidad Autónoma del Estado de Hidalgo (UAEH) and the Instituto Tecnológico de Costa Rica (TEC) have proposed a project to improve the quality of the higher education and to enhance the relations between universities on a north-south and south-south level in Germany, Mexico and Central America, focusing in the area of Knowledge Transfer, University-Industry Cooperation and Partnering.

The main element of this project is the development of a Change Management Program for managers and decision makers in different university areas related to Technology Transfer, Cooperation and Partnering-strategies and-processes. The structure of the Change Management Program consists of three modules.

*d-PoLiTaTe (ALFA3)*

The d-PoLiTaTe project (Development of a Programme for Technology Transfer Leaders) is part of the ALFA III public call of the European Commission, and includes partners from Germany, Spain, México, Colombia, Peru, Bolivia and Argentina. This 3-year project will be carried out from 2012 to 2015 with its main aim being to develop and establish a training programme for technology transfer leaders in Latin America that qualifies knowledge transfer professionals within higher education institutions for efficient knowledge and technology commercialisation. The expected result is to create a group of specialists in knowledge and technology transfer in each of the Latin-American countries with the ability of having a real impact in their communities.

Coordinator is AFO, Arbeitsstelle Forschungstransfer of WWU.



Fachhochschule  
Münster University of  
Applied Sciences



*S2BMRC hosted the successful*  
**“Entrepreneurial Universities”  
Conference in Münster, Germany**

Germany – from 25<sup>th</sup> to 27<sup>th</sup> April 2012

The Science-to-Business Marketing Research Centre and FINPIN co-organized a joint conference on “Entrepreneurial Universities” in Münster, Germany. With over 200 delegates, the conference provided the attendees with an excellent opportunity to share and exchange the latest knowledge on “Entrepreneurial Universities” whilst offering the best of Münster’s renowned culture. The conference was a European meeting and discussion forum for practitioners and researchers on entrepreneurship and education, where theory and practice are equally emphasised in the programme. The conference included key-note addresses by policymakers and renowned experts in the field of entrepreneurial universities and the conference sub-topics, parallel tracks and several workshops. Further, academics were given the opportunity to have their papers published in one of five associated journals. The conference was the 11<sup>th</sup> of the International Conference on Science-to-Business Marketing and Successful Research Commercialisation organised by the S2BMRC in cooperation with the FinPin conference series, for which it was the fourth.



# Vision & Mission Statement


of the Science-to-Business  
Marketing Research Centre

**Our Vision.**  
S-to-B Marketing will have achieved an accepted self-contained discipline having measurable impact!



**Our Team.**  
We are a high performing scientific research group.

- High quality publications
- National & international
- Number of publications
- Presentations
- Conferences
- Projects.



**Interdisciplinary.**  
We strongly believe in the power of working across disciplines and constantly seek ways of bringing this dimension into our work.




**Our Mission.**  
To increase the knowledge on Science-to-Business Marketing!  
This knowledge will increase the Knowledge Transfer success in every organization working with us.



**Achievements.**  
To achieve our objectives we will focus on important issues...  
Without lacking to look for and finding new opportunities!



**Improvement.**  
We are continuously looking for ways to improve our academic knowledge.



**Innovation.**  
We are striving to find  
- new ways of Knowledge Transfer,  
- new instruments,  
- new ways to do our work.



**Expansion.**  
We always look for ways to expand our range of instruments and means, to complete the set of knowledge. We always look for new partners to integrate our knowledge into the market.



**Partnership.**  
We strongly believe in partnerships and support and trust our partners.



**Creativity.**  
We are a Research Group that is using unusual ways and new ideas, breaking barriers!  
But still on a solid ground and accepted in the scientific world.



**Applications.**  
We strongly go for project applications in Germany and beyond in cooperation with partners to increase our knowledge and financial basis.



**Responsibility.**  
We feel responsible for the entire team and each of its members. For partners and clients. For the department and the University.



**Technology.**  
We use new ITC Technology for our work and in relation to our partners and customers.



**Time consciousness.**  
Our work is meeting deadlines and time expectations.



**International.**  
We work for an international environment.

- Partner
- Staff
- Clients
- Conferences



**Development.**  
We strongly believe in continuous professional development, and support our team members in training and offering a bunch of options whenever possible along our vision and their individual targets.



## Imprint

Science-to-Business Marketing Research Centre  
Münster University of Applied Sciences  
Johann-Krane-Weg 27  
48149 Münster  
Germany

**Responsible**  
Thomas Baaken

**Layout**  
Amélie Graef & Simon Slegers

**Print**  
Mundschenk Druck+Medien  
J. u. M. Radlbeck GbR  
Mundschenkstraße 5  
06889 Lutherstadt Wittenberg  
Germany

**Photos**  
Fotolia: 2002 (2); 2003 (1); 2004 (2); 2005 (1);  
2007 (1); 2008 (1); 2009 (2); 2010 (1); 2011 (2)  
The University of Adelaide: 2005 (1)  
BASF: 2007 (1)

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Münster, Germany 2012

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Information contained in this book is accurate as of March 2012.

