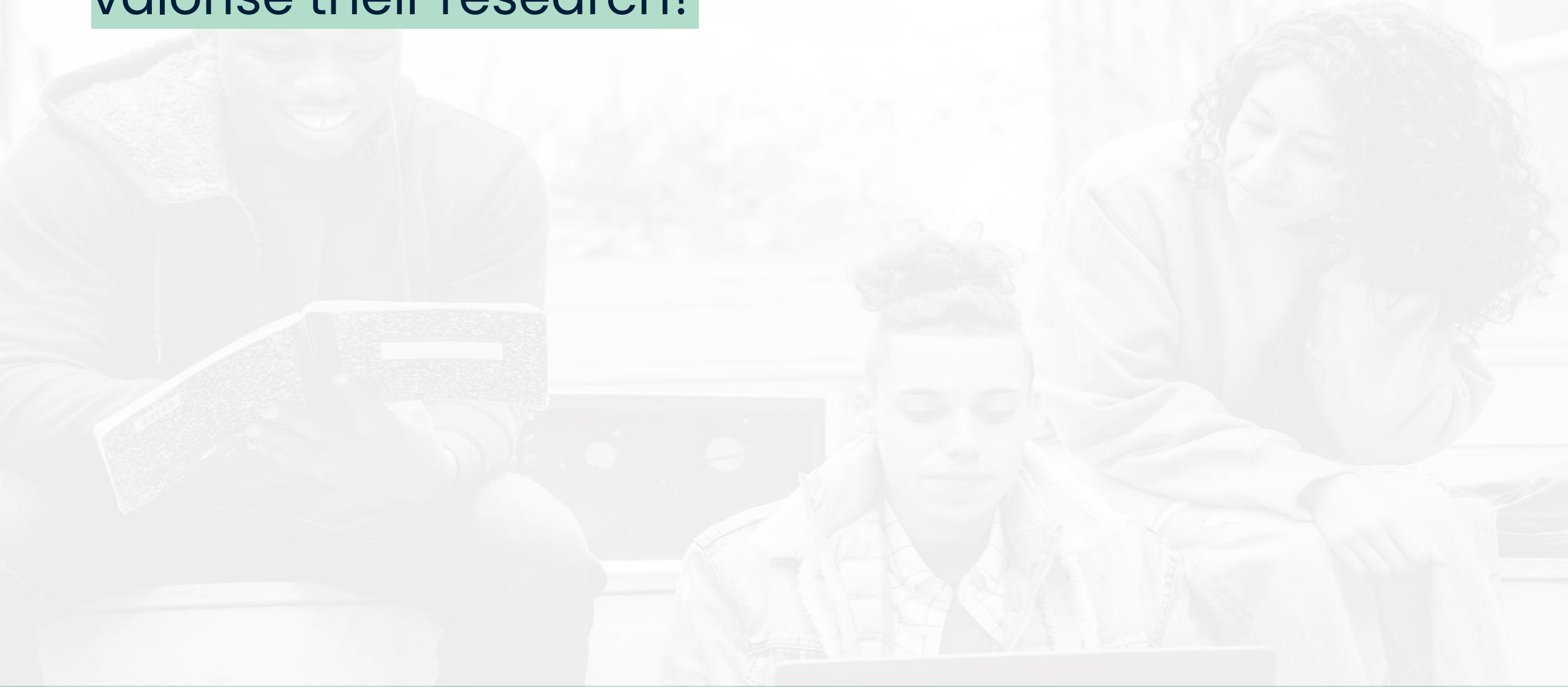**REVALORISE +**
enhancing research impact

Mobilising resources for SSH research valorisation through partnerships

Seminar

What are we talking about?

Why do SSH researchers **need (more)** support to valorise their research?

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Why do SSH researchers **need (more)** support to valorise their research?

- What is the value of this SSH research and how fast can we see return on investment (ROI)?
- What is SSH valorisation, even, how does it normally work?
- What are intellectual property (IP) opportunities with SSH research valorisation outputs?
- …

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- …

LACK OF AWARENESS & UNDERSTANDING
of the peculiarities of the SSH research valorisation

STRONG FOCUS & SUPPORT FOR STEM
within European innovation ecosystem(s)

SSH researchers require targeted and amplified support, especially with resources mobilization

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"...Mobilising resources..."

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Resource mobilization refers to the process of securing new or additional resources to achieve a specific goal or objective.*

support SSH research translation into impact for society.

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Resource mobilization refers to the process of securing new or additional resources to achieve a specific goal or objective.*

support SSH research translation into impact for society.

Categories	Examples
Physical Resources	Facilities at science / technology parks, incubators, accelerators, labs, production spaces, maker studios, etc.
Intellectual& Tech Resources	Scientific / research / tech assets in the region / nation e.g. Institutes, research centres / research groups and major publications, patents, spin-off and spin-outs, cutting edge technologies and services, etc.
Human Resources	Key sources of talent in the region / nation e.g. universities, colleges, schools, VET providers, their educational programmes and experts, students and innovators, etc.
Network & Industrial Resources	Key networks, consortiums, associations, key events, competitions, etc. Key companies and organisations
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Activities to **support** resources mobilisation for SSH valorisation include:

Entrepreneurship education and incubation

Activities to **support** resources mobilisation for SSH valorisation include:

Entrepreneurship education and incubation

- Public funding monitoring and grant proposal advise

- Private funding acquisition support

- Intellectual property (IP) management

- Science communication and dissemination support

- Thematic capacity building, skills development, coaching

- SSH Valorisation Community building

- ….

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enhancing research impact

Activities to **support** resources mobilisation for SSH valorisation include:

Entrepreneurship education and incubation	Public funding monitoring and grant proposal advise	External partnerships development and university-business cooperation (UBC)	All types of resources acquisition
	Private funding acquisition support		
	Intellectual property (IP) management		
	Science communication and dissemination support		
	Thematic capacity building, skills development, coaching		
	SSH Valorisation Community building		
	….		

Relationships **don't (naturally) work** just because!

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How can we support university-business cooperation and external engagement sustainably?

Better understanding of the **underlying factors affecting** UBC

Better understanding of your **local/regional ecosystem** and your **own organization**

Better **understanding of your partnerships** themselves

Understanding University-Business Cooperation

The **UBC Ecosystem** Framework

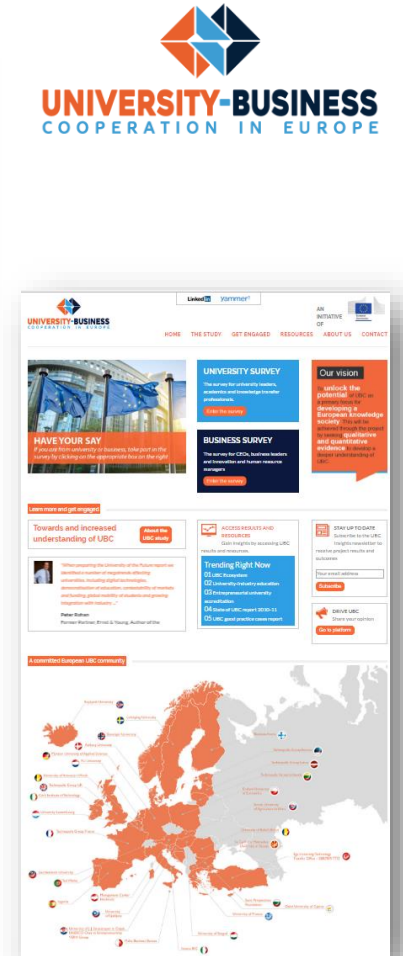A framework for understanding and managing the elements affecting University-Business Cooperation(UBC)

Framework created by

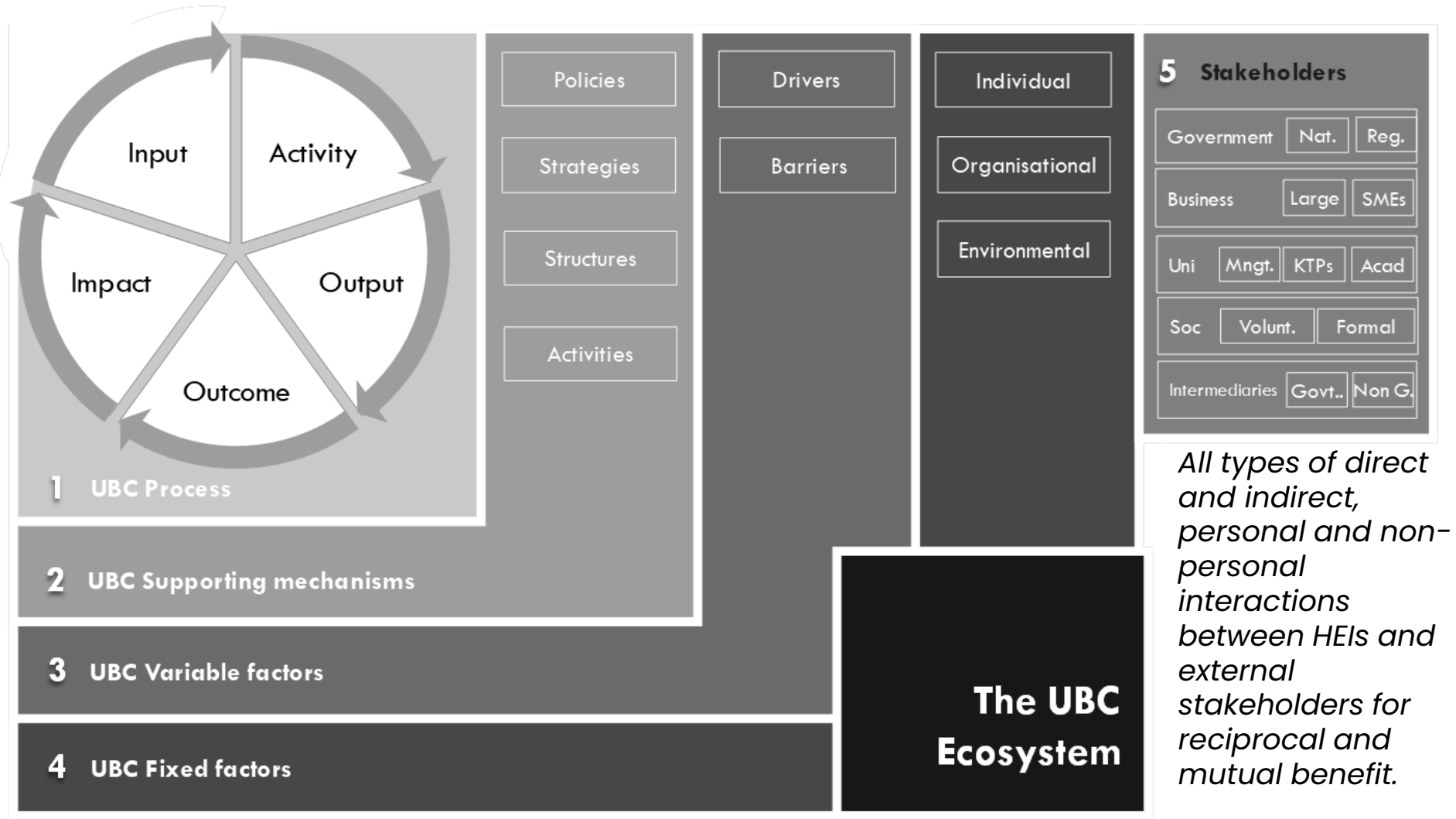A/Prof. Todd Davey, Arno Meerman, Dr. Victoria Galan Muros, Prof. Thomas Baaken

Co-created by

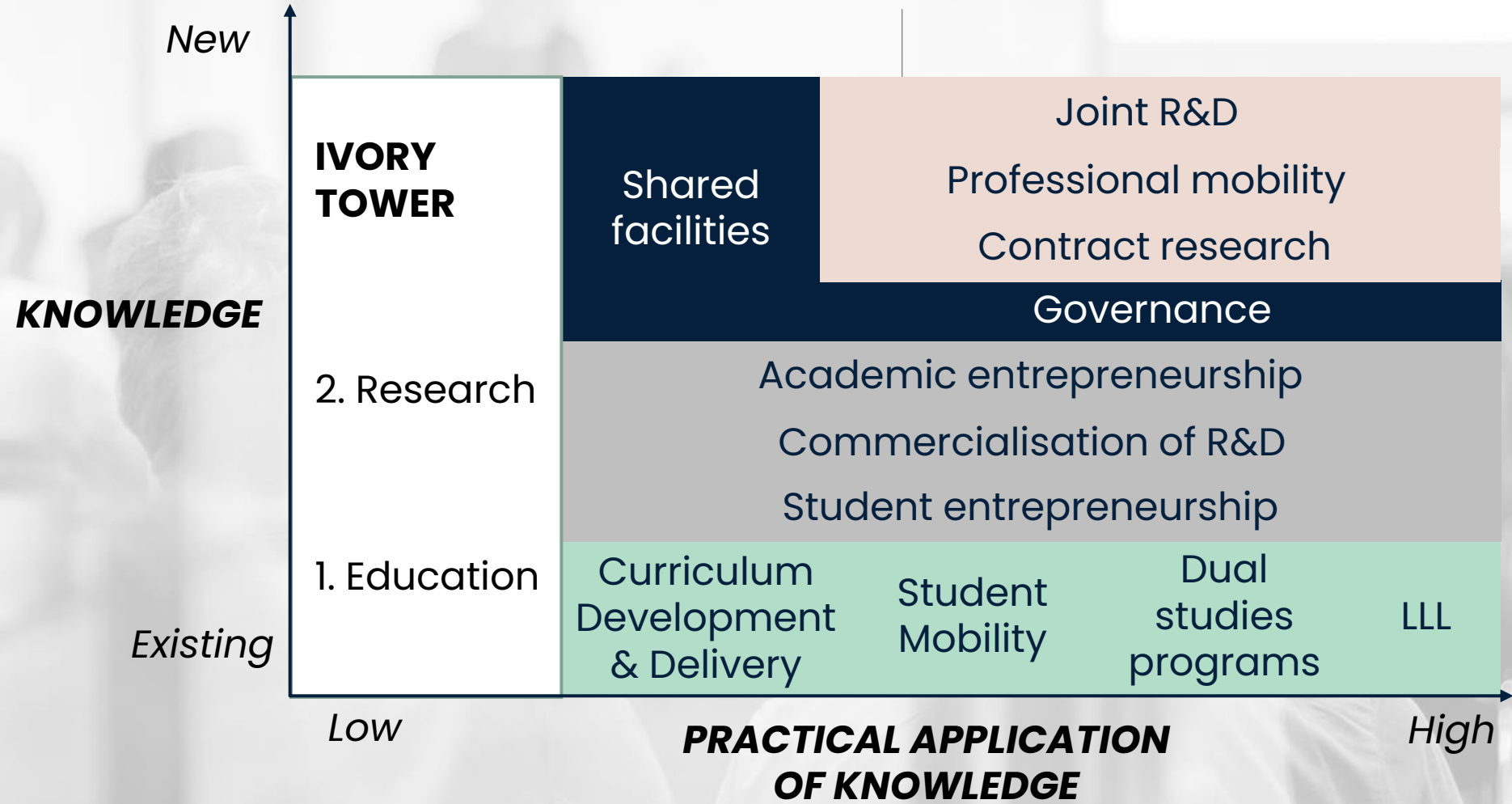Over 400 practitioners validating the framework in their work.

The **UBC Ecosystem** Framework

1 UBC Process	Input · Activity · Output · Outcome · Impact
	Policies · Strategies · Structures · Activities
	Drivers · Barriers
	Individual · Organisational · Environmental
	5 Stakeholders
2 UBC Supporting mechanisms	Government: Nat. · Reg.
3 UBC Variable factors	Business: Large · SMEs
4 UBC Fixed factors	Uni: Mngt. · KTPs · Acad
	Soc: Volunt. · Formal
	Intermediaries: Govt.. · Non G.

The UBC Ecosystem

All types of direct and indirect, personal and non-personal interactions between HEIs and external stakeholders for reciprocal and mutual benefit.

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Collaboration activities

Most common ways for **universities** to collaborate with external partners

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	mobility of students	17.1%	20.7%	27.2% △5.6	35.0%
Education	dual education programmes	43.9% △3.6	21.0%	18.2%	16.9%
	curriculum co-design	38.2% △3.6	27.6%	19.7%	14.4%
	curriculum co-delivery	29.7%	25.8% △4.3	24.4%	20.1%
	lifelong learning	38.5% △3.6	26.5%	20.4%	14.6%
Research	joint R&D	20.0%	21.4%	23.7% △5.4	34.9%
	consulting	22.9%	24.8% △4.8	27.7%	24.6%
	mobility of staff	49.0% △2.8	28.1%	15.7%	7.5%
Valorisation	commercialisation of R&D results	45.9% △3.0	27.0%	18.0%	9.1%
	academic entrepreneurship	46.8% △3.0	26.6%	17.1%	9.5%
	student entrepreneurship	44.9% △3.1	28.9%	16.0%	10.2%
Management	governance	47.9% △3.1	24.0%	17.8%	10.2%
	shared resources	44.5% △3.0	30.5%	17.0%	7.9%
	industry support	36.7% △3.6	28.9%	21.4%	13.0%

1   10

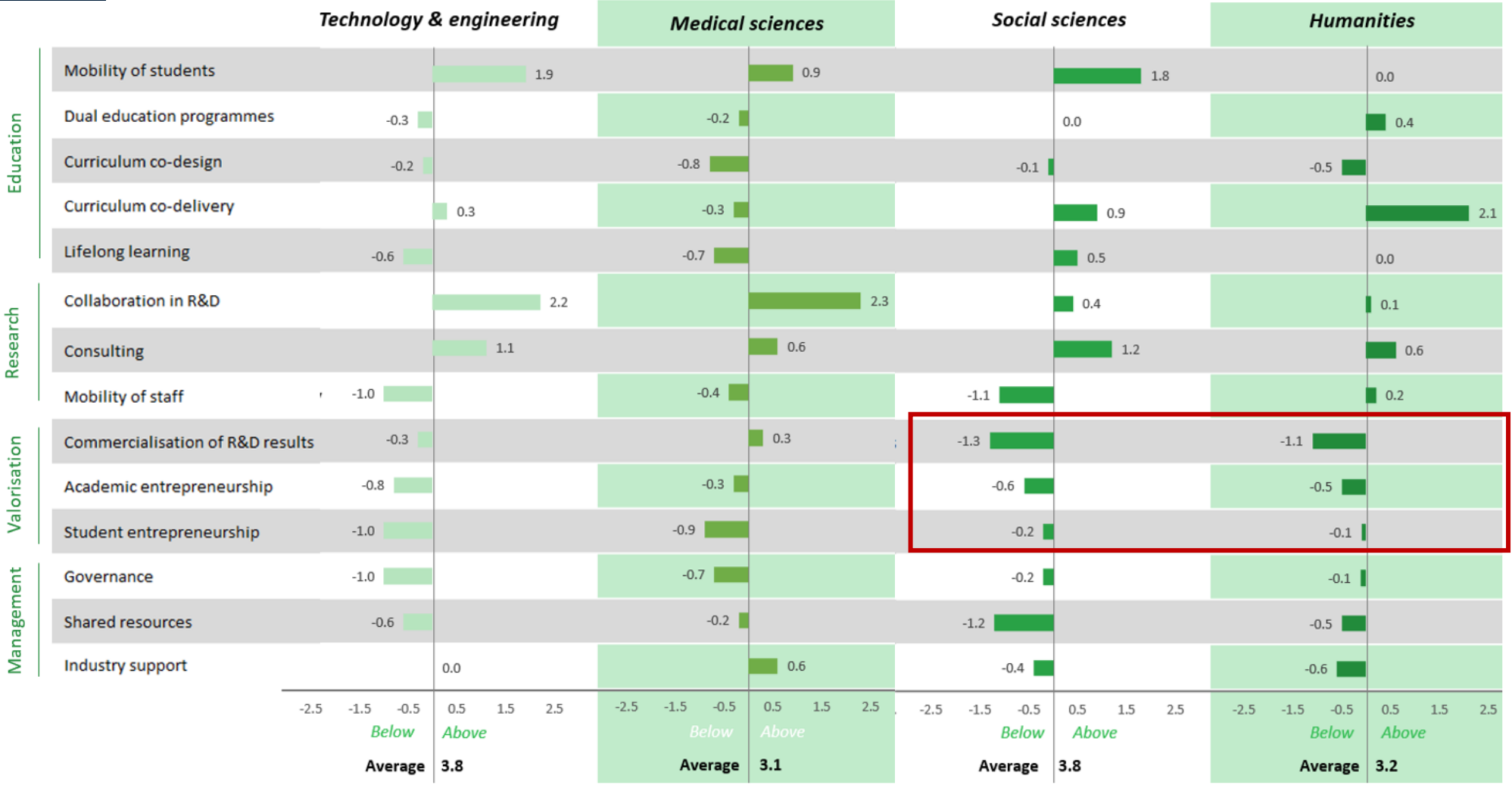△ European average   Not at all   Low   Medium   High

There are **a broad range of activities** through which universities can collaborate with business

At least **40% of academics** don't cooperate at all with business

Source: Davey, T., Meerman, A., Galan Muros, V., Orazbayeva, B., Baaken, T., (2018). State of University–Business Cooperation in Europe, European Commission, www.ub-cooperation.eu/img/finalreport2018.png

Different research areas collaborate in different ways

		Technology & engineering	Medical sciences	Social sciences	Humanities
Education	Mobility of students	1.9	0.9	1.8	0.0
	Dual education programmes	-0.3	-0.2	0.0	0.4
	Curriculum co-design	-0.2	-0.8	-0.1	-0.5
	Curriculum co-delivery	0.3	-0.3	0.9	2.1
	Lifelong learning	-0.6	-0.7	0.5	0.0
Research	Collaboration in R&D	2.2	2.3	0.4	0.1
	Consulting	1.1	0.6	1.2	0.6
	Mobility of staff	-1.0	-0.4	-1.1	0.2
Valorisation	Commercialisation of R&D results	-0.3	0.3	-1.3	-1.1
	Academic entrepreneurship	-0.8	-0.3	-0.6	-0.5
	Student entrepreneurship	-1.0	-0.9	-0.2	-0.1
Management	Governance	-1.0	-0.7	-0.2	-0.1
	Shared resources	-0.6	-0.2	-1.2	-0.5
	Industry support	0.0	0.6	-0.4	-0.6
	Average	**3.8**	**3.1**	**3.8**	**3.2**

University Management

Limited resources of SMEs `7.4`

Lack of business funding for collaboration `6.7`

Lack of government funding for collaboration `6.6`

Academics

Limited resources of SMEs `6.9`

Bureaucracy related to collaboration `6.7`

Insufficient work time allocated by the university for academics' collaboration activities `6.7`

Business

Lack of people with business knowledge within universities `6.0`

Differing motivations between universities and our business `6.0`

Differing time horizons between universities and business `5.9`

Barriers to external engagement

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

UBC Study (2019)

University Management

Existence of mutual trust — 8.3

Existence of a shared goal — 8.2

Existence of funding to undertake the cooperation — 8.0

Academics

Existence of mutual trust — 8.0

Existence of a shared goal — 7.9

Existence of funding to undertake the cooperation — 7.8

Business

Existence of mutual trust — 8.0

Existence of a shared goal — 7.9

Existence of mutual commitment — 7.8

Facilitators of external engagement

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

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University Management

To obtain funding / financial resources `8.1`

To improve graduate employability `8.1`

To use the university´s research in practice `8.0`

Academics

Gain new insights for research `7.8`

Use my research in practice `7.7`

Address societal challenges and issues `7.1`

External Partners

Get access to new technologies and knowledge `7.6`

Improve our innovation capacity `7.6`

Access new discoveries at an early stage `7.1`

Motivators of external engagement

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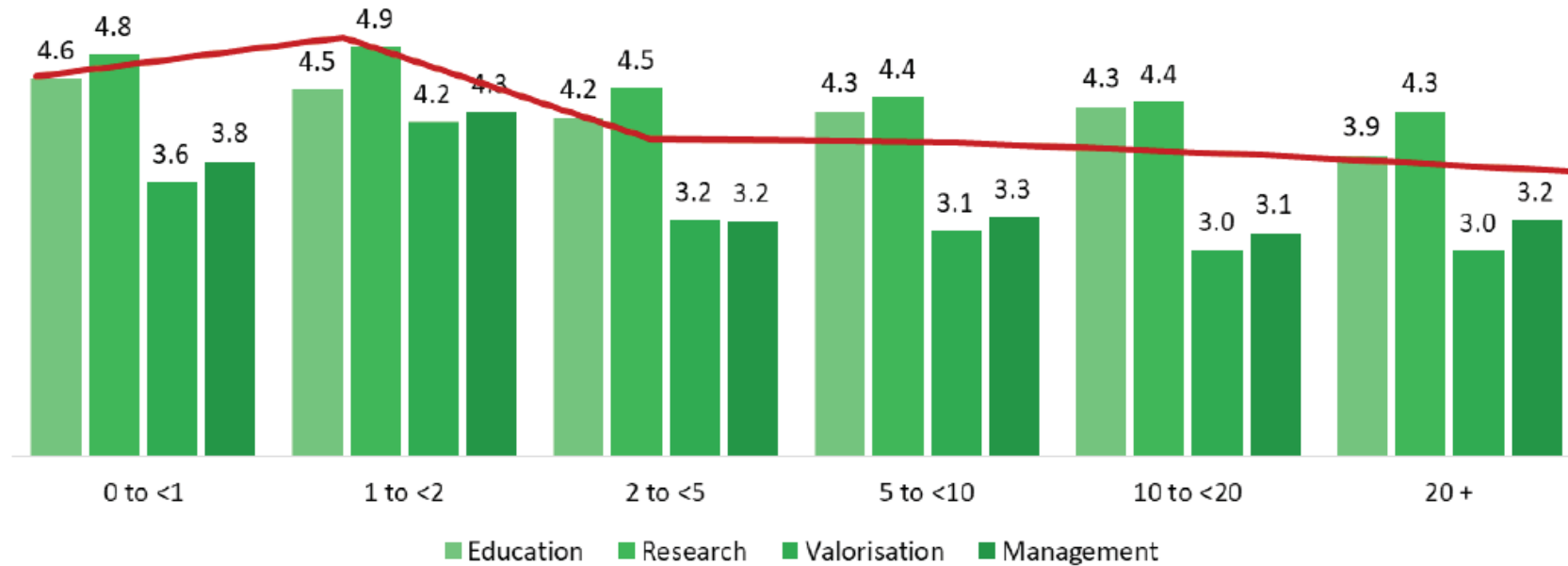
Motivators of external engagement

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

YEARS WORKING in HEI vs. AMOUNT OF COOPERATION

The 'university influence'? – The greater the number of years that an academic works at an HEI the less they tend to cooperate with business
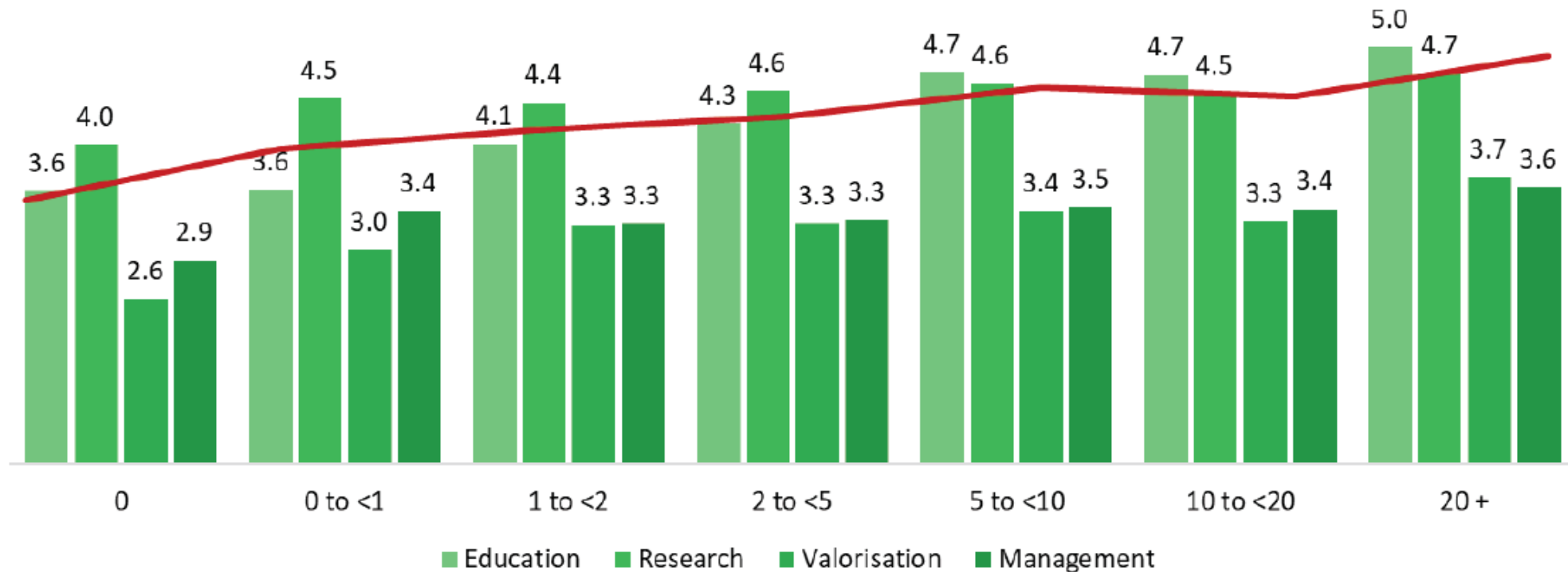
UBC Study (2019)

YEARS WORKING IN INDUSTRY vs. AMOUNT OF COOPERATION

The 'understanding effect'? – The greater the number of years that an academic works in business the more they tend to cooperate with business
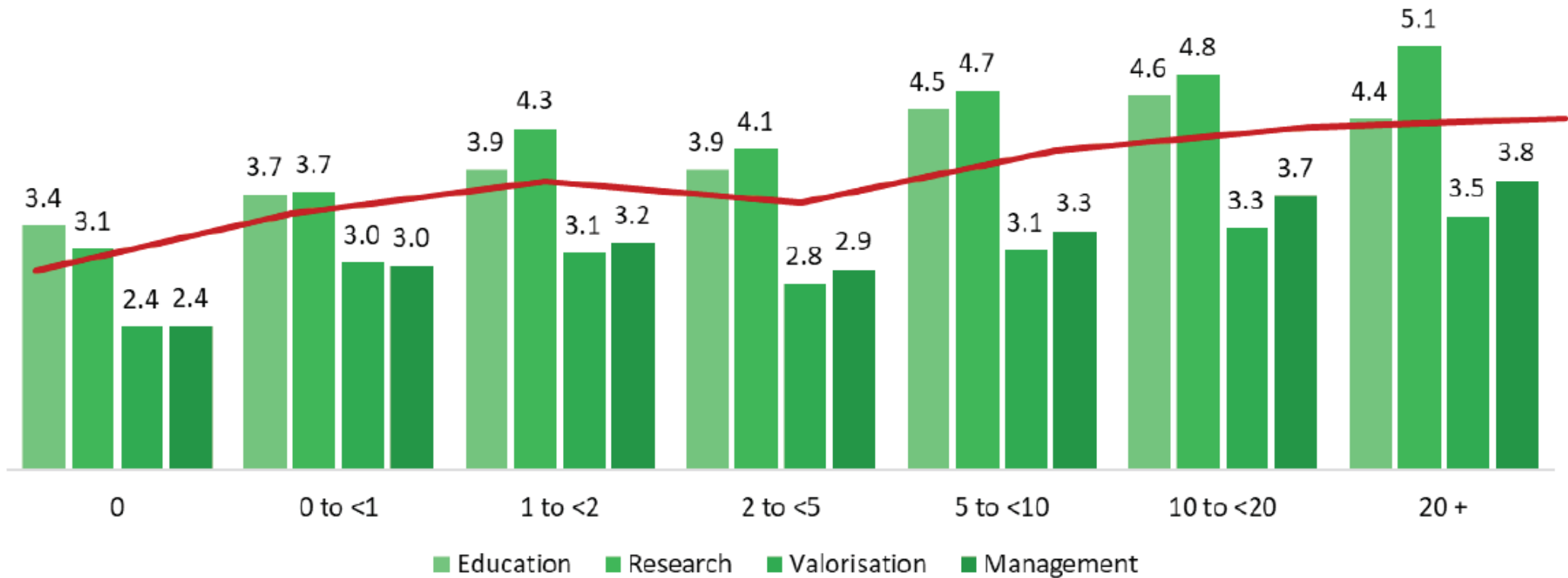

1 = "Not at all" to 10 = "To a large extent"...

■ Education ■ Research ■ Valorisation ■ Management

YEARS WORKING IN COOPERATION vs. AMOUNT OF COOPERATION

The 'experience multiplier? – The greater the number of years that an academic cooperates with business the more cooperation they undertake

1 = "Not at all" to 10 = "To a large extent"...

	0	0 to <1	1 to <2	2 to <5	5 to <10	10 to <20	20 +
Education	3.4	3.7	3.9	3.9	4.5	4.6	4.4
Research	3.1	3.7	4.3	4.1	4.7	4.8	5.1
Valorisation	2.4	3.0	3.1	2.8	3.1	3.3	3.5
Management	2.4	3.0	3.2	2.9	3.3	3.7	3.8

■ Education ■ Research ■ Valorisation ■ Management

Access the full University Business Cooperation in Europe study and 50+ case studies

Visit: www.uiin.org/research

Understanding of your local/regional ecosystem and your own organization

Scanning your **ecosystem**

Mapping and analysing internal and external ecosystems is about identifying, testing and selecting options to create and capture value.

It is about forming new hypotheses and defining how they can be beneficial for valorisation support actions.

"…Mobilising resources…"

Categories	Examples
Physical Resources	Facilities at science / technology parks, incubators, accelerators, labs, production spaces, maker studios, etc.
Intellectual& Tech Resources	Scientific / research / tech assets in the region / nation e.g. Institutes, research centres / research groups and major publications, patents, spin-off and spin-outs, cutting edge technologies and services, etc.
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"...Analysing existing assets and needs..."

- Be clear about your thematic thematic area;

- Set the parameters of your community. Define your community on your own terms within the university and outside;

- Collect your data. Conduct independent research, survey your area, browse existing community assets and challenges, or draw insights from demographic data;

- Refine, revise, and organize your data in a canvas.

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"…Analysing existing assets and needs…"

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Helps identify valorisation potential and UPS for different partnerships – use asset mapping

Organisational competitive advantage – assets

Organisational needs & challenges

Regional / local competitive advantage - external assets

Regional / local needs & challenges

Helps identify areas for development for and though UBC – use UBC ecosystem / asset mapping reversed

Adapted SWOT Analysis

"...Analysing existing assets and needs..."

Helps identify potential partnerships

Helps identify market gaps

Adapted SWOT Analysis

REVALORISE
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"...Analysing existing assets and needs..."

REVALORISE
enhancing research impact

Europe-wise opportunities

Organisational competitive advantage – assets

Organisational needs & challenges

Europe-wise opportunities

Horizon Europe Pillars & programmes

Regional / local competitive advantage - external assets

Regional / local needs & challenges

RIS3 Priorities (EYE@RIS)

National Agencies Funding Opportunities

Smart Specialisations

European Good practices

European Green Deal

A Vision For Europe

European Missions

New Innovation Agenda

ASSETS

WRITE HERE

WRITE HERE

Physical resources

Describe the key regional assets e,g. Science / technology park, incubators, accelerators

WRITE HERE

Describe the key government departments responsible for this industry

WRITE HERE

Industrial Resources

Describe the key companies within the region / nation

WRITE HERE

Intellectual (Scientific) Resources

Describe the scientific / research asssets in the region / nation e.g. Institutes, research centres

WRITE HERE

Human resources

Describe the key sources of talent in the region / nation e.g. Universities, Colleges, Schools

WRITE HERE

Network Resources

Describe the key networks, consortiums, associations, key events, competitions

WRITE HERE

Financial Resources

€

Describe the sources of finance including VC funding

WRITE HERE
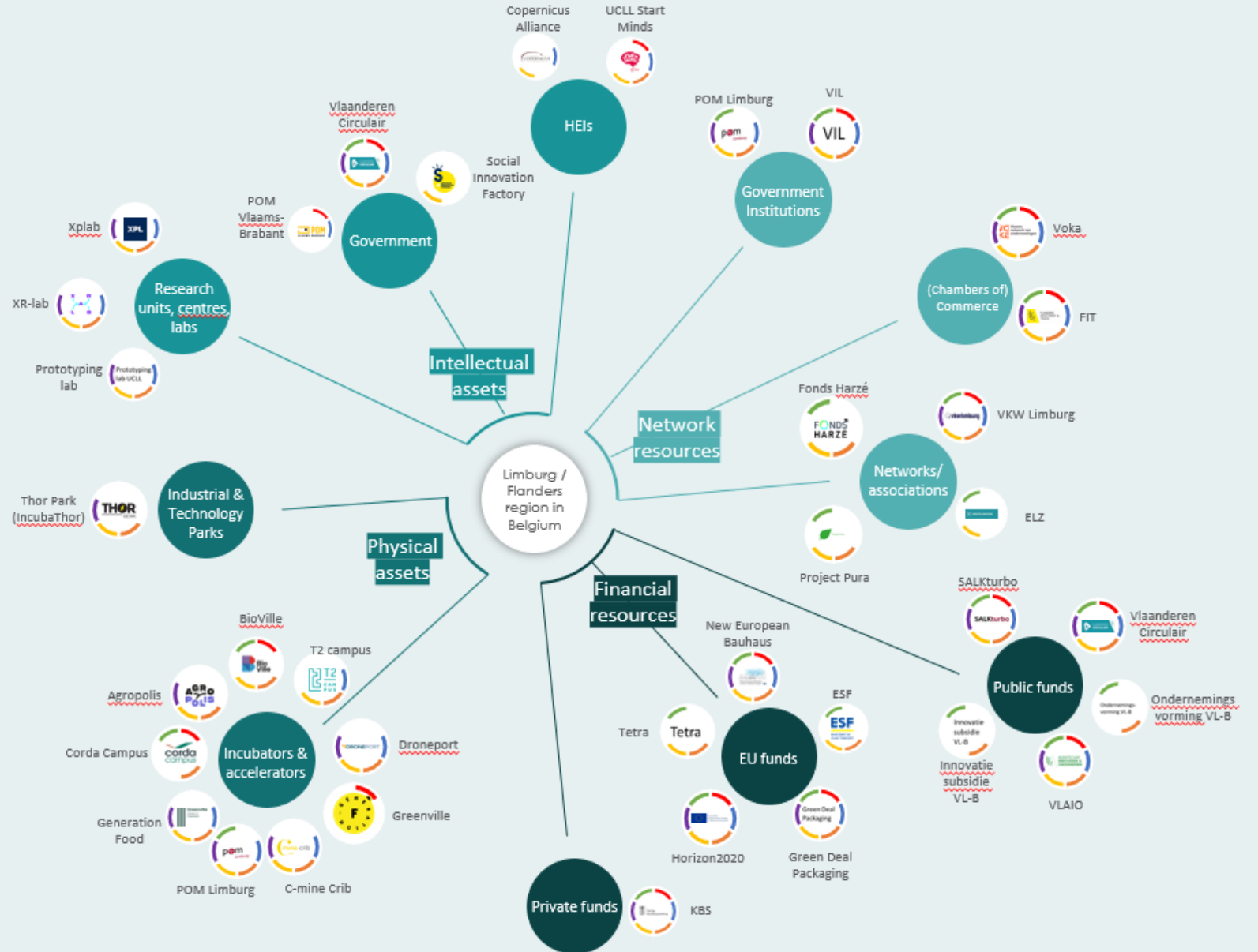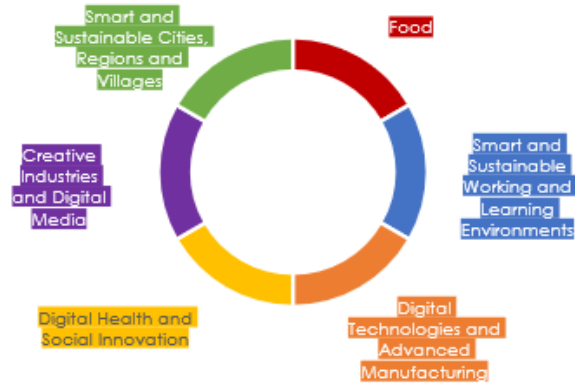
Better understanding of your partnerships themselves

Where do your current partnerships sit on the Partnership Stairway Model?

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Commitment & Coordination (vertical axis)

Strategic relevance of relationship (horizontal axis)

Initiation
Initiation of short-term activities
Largely informal,
Academic level

Guest lecture | Fee for service

Basic collaboration
One or several projects, irregular
Short-medium term
Academic level

Internships | Innovation competitions

Joint collaboration
One or several joint activities/ projects, regular
Medium to long term,
Faculty level

Joint R&D | Curriculum Development

Strategic partnership
One or several joint activities/ projects, Long term,
Multiple people involved,
Often organizational / management level

Collaborative PhDs | Shared resources

Source: UIIN, 2022

1 GOALS
What goals drive your partnerships? What motivates you to partner with external stakeholders?

4 PARTNER GOALS
What are the goals of your (potential) partners? Why do your partners collaborate externally?

2 FOCUS AREAS
What are the key focus areas of your / your institution's work? How can partnerships support you in achieving your (personal) goals?

5 ACTIVITIES
What collaboration activities and formats match your focus areas and goals?

3 PARTNERS
What and who are your (potential) key partners? By which criteria are they chosen?

6 VALUE PROPOSITIONS
What is the value you deliver to your partners? How does partnering with you address their need(s)?

7 PEOPLE, PROCESSES AND ORGANISATION
What people, processes and organisational structures support your partnership(s)?

8 CHALLENGES
What are the main challenges you face in making your partnership(s) successful?

9 SUCCESS & EVALUATION
What defines success for your partnership(s)? Which key performance indicators are most useful for evaluating your partnerships?

Source: UIIN, adapted from Frolund, L., & Riedel, M. (Eds.). (2018).

The Partnership Canvas

1 GOALS
What goals drive your partnerships? What motivates you to partner with external stakeholders?

YOUR PERSPECTIVE

4 PARTNER GOALS
What are the goals of your (potential) partners? Why do your partners collaborate externally?

YOUR PARTNER'S PERSPECTIVE

2 FOCUS AREAS
What are the key focus areas of your / your institution's work? How can partnerships support you in achieving your (personal) goals?

5 ACTIVITIES
What collaboration activities and formats match your focus areas and goals?

3 PARTNERS

ACTIVITIES & VALUE PROPOSITION

6 VALUE PROPOSITION
What is the value proposition? How does partnership add value?

7 PEOPLE, PROCESSES AND ORGANISATION
What people, processes and organisational structures support your partnership(s)?

SUPPORT, CHALLENGES & SUCCESS

8 CHALLENGES
What are the main challenges you face in making your partnership(s) successful?

9 SUCCESS & EVALUATION
What is success for your partnership(s)? Which key performance indicators do you use for evaluating your partnerships?

The Partnership Canvas is a way to:

- Assess the current partnership approach
- Identify matches and mismatches in your approach
- Identify the impact of changing goals

Source: UIIN, adapted from Frolund, L., & Riedel, M. (Eds.). (2018).

Relationships **don't (naturally) work** just because!

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Better understanding of the **underlying factors affecting** UBC

Better understanding of your **local/regional ecosystem** and your **own organization**

Better **understanding of your partnerships** themselves

It is all about collaboration

Transactions are short-term, relationships are there to stay

THANK YOU FOR YOUR ATTENTION!

RevaloriseEu

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revalorise.eu