Strengthening Business Performance Management in Economic Networks (SeBPEN)

2011-1-PL1-LEO05-19900

KTU Center of Innovation and Entrepreneurship
BUSINESS PERFORMACE MANAGEMENT PLAN
Marketing and sales function

The form developed and consulted by
Human capital research and development institute

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1. Cluster's/ function's aims and KPI

Cluster's title	KTU Innovation and Entrepreneurship centre	**Date:**	2013 08 01	**Version No:**	
Cluster's mission	Our mission is to excel at all stages of scientific innovation in Lithuania and world. We accomplish this by providing high quality services which lead to tangible results in the fields of technology transfer, intellectual property registration, and business start-ups.				
Cluster's objectives	Objective of the Innovation and Entrepreneurship centre – 1. organize and carry out transfer of knowledge and technologies, 2. pursue effective use and commercialization of results of fundamental and applied scientific researches and experimental development, 3. help researchers develop a business idea based on scientific research and experimental development (hereinafter - SC&ER), 4. protect University's intellectual property (hereinafter – IP), 5. build and encourage collaboration between higher education and SC&ER institutional groups and business.				
Cluster's KPIs	1. Encourage University's international collaboration and commercial activities with international networks, science parks, innovation centres, agencies and other organizations; 2. Organize services and training in intellectual property management; 3. Carry out general marketing and sales activities of University's SC&ER services; 4. Coordinate and administrate orders of external customers of the national open access SC&ER centre "Santaka". 5. Represent the University in establishing new companies; 6. Manage and administrate an investment fund for the establishment of new companies; 7. Attract investments (risk capital, funds) for scientific research and financing scientific research projects; 8. Provide services of organizing research project implementation and administration; 9. Organize and coordinate financing of prototype creation; 10. Conduct trade in prototypes and intellectual property; 11. Provide services of research project expertise and consulting.				
Function represented	3.Marketing and sales activities				
KPIs of the function	1. Intellectual property management - 2.Technology transfer, commercialization - 3.Marketing and sales activities - 4. Startups and spin-off establishing and driving – 5. Entrepreneurship training ad development.				

2. Cluster's management/function's situation analysis by KPI and identification of the gap

A. CLUSTER level

CURRENT SITUATION of the cluster:	The Innovation and Entrepreneurship Center (IBC) at Kaunas University of Technology (KTU) has been already opened for a year. The Center collaborates with		**DESIRED SITUATION of the cluster:**	Scandinavian companies that seek to create new innovative products, have also the long-term recognised R&D traditions. Make as much „Startup" companies as possible, where students

	different companies, seeks the unique and advanced solutions, works on the questions of development of products and the decrease of production costs, works on creation of prototypes of new products to effectively sell them later. Companies that could be mentioned as examples of such fruitful collaboration are – the "Biok labaratorija", the "Biomed", the "Fima", the Swiss company "D-Target", the "Thermo Fisher" and other companies. In order to reduce the extent of bureaucracy and increase the level of co-operation between companies, the so-called One-window principle was introduced. New methods of work regarding collaboration with students, scientists, businesspeople and investors were prepared; a few new relevant functions for employees were suggested. Now it only takes to call and explain the request to the company's specialists on technology deliveries, whose goal is, after assessing the possibilities, to carry out the service with the support of KTU scientists and the research Center. "Start-up Space", that helps to create the completely new "Spin-off" business has established around 20 enterprises in a years' time; students and young entrepreneurs raised more than half a million of litas. The company has organized more than a hundred of different events: one of them, the International Conference under the name "The Silicon Valley Comes to the Baltics", the other is "The Start-up Weekend Lithuania". KTU Innovations and Entrepreneurship Center together with the Initiative group of PLC "Omnitel", PLC "App Camp" and "Samsung Electronics Baltics SIA", were able to open the			would be the sould and heart of it. Pay much attention to „Spin-off" companies, where the main share-holders would be the University and the scientists . Create effective links between the R&D sector and the enterprise sector. Develop modern skills for innovation. Develop the patent culture and increase co-operation contracts between the R&D and the private companies. Develop the scientific base for R&D (laboratories order system). Fill the Santakos Valley with research orders, so that laboratories would be busy throughout the whole year and would create new products that later would be commercialized by the entrepreneurs. Become the biggest Innovations and entrepreneurship Center in Lithuania for businesspeople, students, scientists and be a strong partner for foreign companies. Promote the commercialization of scientists' ideas and to create all possible motivational measures for that.

	biggest mobile applications laboratory in Lithuania. Here students study the modern Information and Telecommunication technologies, complete their internships; scientists conduct their scientific researches, and specialists deepen their knowledge in relevant problems solving methods. Capabilities for collaboration between Science and Business will also be revealed in the National open Research and Experiment Development Center, which is a part of "Santakos" Valley now. (The Center is being financed by two European Union projects that are executed under the Ministry of Economy and the Ministry of Education of the Republic of Lithuania. The value of construction is 54 mln. Lt. The value of the newest equipment is 90 mln. Lt. The construction is expected to be finished by June, 2013.			
Performance indicators by KPIs			**Objectives to improve performance indicators:**	
1,16 mln. Euro	The External funds sum gained for education of entrepreneurial competence		1,3 mln. Euro	The External funds sum gained for education of entrepreneurial competence
230	Organized seminars, conferences, studies for students, researches (No. of members)		270	Organized seminars, conferences, studies for students, researches (No. of members)
2	Number of foreign patents registered under the name of Science and different educational institutions		4	Number of foreign patents registered under the name of Science and different educational institutions
25	Fraction of contracts with economic subjects in percentage, where institutions fully or partly control the IN property.		50	Fraction of contracts with economic subjects in percentage, where institutions fully or partly control the IN property.
30 val. per mėn.	Usage of operational laboratories' equipment, providing it to external clients in hours (more than or equal to 30%).		60 val. per mėn.	Usage of operational laboratories' equipment, providing it to external clients in hours (more than or equal to 30%).

75 val. per mėn.	Usage of laboratory and other equipment for internal users in hours (<80%);		150 val. per mėn.	Usage of laboratory and other equipment for internal users in hours (<80%);
13	Number of organized events for scientists and researchers; prepared meetings; conferences‘ atendees from Lithuania and abroad;		18+5	Number of organized events for scientists and researchers; prepared meetings; conferences‘ atendees from Lithuania and abroad;
5	Number of disclosed innovations		10	Number of disclosed innovations
8	Number of contracts signed on Lithuanian and foreign economic subjects MTEP and MTEP services.		15	Number of contracts signed on Lithuanian and foreign economic subjects MTEP and MTEP services.
0,3 mln. euro	Value of MTEP and MTEP servicies for Lithuanian and foreign economic subjects.		0,73 mln. Euro	Value of MTEP and MTEP servicies for Lithuanian and foreign economic subjects.
5	Number of co-operation contracts with different Lithuanian and foreigh institutions and companies		10	Number of co-operation contracts with different Lithuanian and foreigh institutions and companies
Done LT	The working IEC website		Done LT/ENG	The working IEC website
11	Number of printed articles on activities of IEC, business and industry; number of insitutional innovations		14	Number of printed articles on activities of IEC, business and industry; number of insitutional innovations
0	Number of licenses sold		1	Number of licenses sold
0	Value of licenses sold		5797 euro	Value of licenses sold

B. FUNCTION level

CURRENT SITUATION of the function:	Investment projects management and marketing. New IEC website in Lithuanian language was prepared, where special attention was paid to attract different companies to approach and order delivery or creation of technology services. Also, special tools to sell scientists production and register the innovations were created. Social websites platform was initiated to communicate with external customers. The marketing plan, positioning and sales plans were also prepared. Organization of some events for the city took place, as well as its		**DESIRED SITUATION of the function:**	Create the website in English that would be accessible to a bigger number of foreign companies and universities. Increase the recognition of IEC in Lithuania, especially in the segments of business, investors and scientists. Become the main innovations and entrepreneurship Center in Lithuania and later on, in Europe. To be strong and desirable player in the International investors network.

	businesspeople, students and researchers with the intention to introduce the production demonstrate capabilities and increase the recognition of IEC in Lithuania. Video reports and articles, that increase the recognition of IVC, University and scientists, were prepared, as well as the demonstration of services of IEC for scientists was made. We prepared the project to get state funding for the establishment of start-ups and consulting of operating businesses in Lithuania. Meetings with investors and international investors online were arranged in order to attract the investors to various start-ups and technology - creation projects.			
Performance indicators by KPIs of the function			**Objectives to improve performance indicators:**	
Done LT	Working IEC internet website		Done LT/ENG	Working IEC internet website
11	Number of articles, devoted to business and industry on the activities of IEC printed out; Number of institutional innovations introduced.		14	Number of articles, devoted to business and industry on the activities of IEC printed out; Number of institutional innovations introduced.
13	Number of organized events for scientists and other researchers, meetings arranged, conferences' attendees delegations from Lithuania and abroad.		18+5	Number of organized events for scientists and other researchers, meetings arranged, conferences' attendees delegations from Lithuania and abroad.

3. Action plan to fill in the gap identified in the situation analysis (cluster or function level)

No	Action	Expected result	Impact on KPI	Responsible	Deadline
1.	Internet site+ newsletter	In LT and in Engl.	Website available for all IEC target groups	Paulius	August

2.	Marketing and sales strategy	document	Brand management, more visitors on the internet site	Paulius, Almantas and IEC team	September
3.	Technology solutions base in website	Data base in website	Expand sales and more IP contracts. More articles on newspapers about inventions.	Paulius, Kęstutis	October
4.	IEC presentation material	Prepared IEC presentation material (Ppt slides, brochure)	e- brochure, presentation slides, brand book, slogan.	Paulius	October
5.	Visiting private companies and present IEC services and capabilities	Really visits	10 visits companies	Paulius, Kęstutis	August, October, November
6.	Well organized international conference.	Organized conference	300 conference visitors	Paulius	October November
7.	Prepared projects for funds	Documents	2 projects	Paulius,	Until November

4. Financial implications to meet the action plan (cluster or function level)

No	Expenditure/ Action	# Units	Rate/ Unit	Total expenditure
1	Internet site+ newsletter	Euro	1	700
2	Marketing and sales strategy	units	2	100
3	Technology solutions base in website	units	12	600
4	IEC presentation material	e- brochure, presentation slides, brand book, slogan.	4	1000
5	Visiting private companies and present IEC services and capabilities	Gas	200 l	300
6	Well organized international conference	Visitors	320	9500

		Visitors	100	1000
7	Prepared projects for funds	units	2	200
8	Number of articles, devoted to business and industry on the activities of IEC printed out;	units	5	300

5. Schedule of the actions (cluster or function level)

SCHEDULE OF THE ACTIONS 2013			
JANUARY	**FEBRUARY**	**MARCH**	**APRIL**
MAY	**JUNE**	**JULY**	**AUGUST**
		Prepared projects for funds Number of articles, devoted to business and industry on the activities of IEC printed out;	Internet site+ newsletter
SEPTEMBER	**OCTOBER**	**NOVEMBER**	**DECEMBER**
Marketing and sales strategy. Number of articles, devoted to business and industry on the activities of IEC printed out;	Technology solutions base in website. IEC presentation material. Well organized international conference. Number of articles, devoted to business and industry on the activities of IEC printed out.	IEC presentation material. Well organized international conference. Number of articles, devoted to business and industry on the activities of IEC printed out;	IEC presentation material. Prepared projects for funds. Number of articles, devoted to business and industry on the activities of IEC printed out;

Annex 1. IP Unit: Illustration of Process – Content – Audience Matrix

We have defined four key audience targets for the IP Unit:

- KTU Researchers: objective is to incorporate them into the IP licensing process. There are barriers to this, and a well-defined web process will reassure them as to the benefits and safety of the process.
- Students: objective is to motivate and inspire them as to the value of IP, as well as link into a future alumni network. It is also important to involve them in the Development of Entrepreneurship Culture courses (undergraduate and graduate levels).
- Business community: objective is to raise profile of KTU IEC, highlighting its professionalism and range of services, and creating the opportunity of involving them.
- Technology Transfer Community: objective is to raise KTU profile in Lithuania and abroad, creating the opportunity for further cooperation on projects.

Business Unit Process and Content	Target Audience			
	Researchers	Students	Business Community	TT Community
IP - Disclosure	Two levels – potential value, or patent	Not relevant	Not relevant	The Technology Transfer Community, including other TT orgs, benefits from seeing a professional lay-out and concept. This increases the chances of cooperation between other TT orgs and KTU
IP – Decision on form of protection	Patent or Trade Secret	Not relevant	Not relevant	
IP – Patent Type	Lithuanian, EU, other jurisdiction	Not relevant	Not relevant	
IP – Protection Procedure	Filing for the Patent	Not relevant	Not relevant	
IP – Administration of Patent Portfolio	Fees and Description	Not relevant	Not relevant	
Licensing	Negotiation Process – Terms of License	Not relevant	Not relevant	
IP Regulations / Policy	Royalty Sharing	Not relevant	Not relevant	
IP Commercialisation: Funding, Business Planning, Start-up Centre, etc.	Availability of Funding and Success Stories	Relevant	Relevant	Relevant
Development of Entrepreneurship Culture	Not relevant	Graduate course – objectives, curricula, etc.	Continuing training (open courses)	Not relevant
Development of Entrepreneurship Culture	Not relevant	Undergraduate course – objectives, curricula,	In-company training	Not relevant

		etc.		
European Projects – Statement of Experience and Case Studies	Interest to Participate	Interest to Participate	Interest to Participate	Interest to Participate
European Projects – Procurement Opportunities	Invitation of target audience to participate	Invitation of target audience to participate	Invitation of target audience to participate	Invitation of target audience to participate
European Projects – Description of Services, e.g. Needs Analysis, Programme Design	Invitation of target audience to participate	Invitation of target audience to participate	Invitation of target audience to participate	Invitation of target audience to participate

Annex 2. KTU Innovation & Entrepreneurship Centre Online Marketing Strategy Recommendations

KTU has established a detailed strategy for its Innovation and Entrepreneurship Centre (IEC), as well as a detailed set of key performance indicators (KPIs). It is participating in the re-launch and re-development of the wider KTU website, which uses a standardised template for all KTU units and activities.

The recommendations made here for KTU's online marketing strategy are based on the individual consultation and training session at IEC implemented on March 3rd, 2013 in Kaunas.

1. Relate Strategic Objectives to Online Marketing Objectives KTU IEC should relate its business objectives for 2013-2014 with specific online marketing objectives. Each objective should be specific, and outline the timeline, indicators of achievement and other specific metrics needed to define success.

Suggested strategic objectives have been listed separately under each unit (IP and Tech Transfer). More specific ones should be developed using quantitative indicators based on each units KPIs.

It is of vital importance that each IEC unit takes "ownership" for its online marketing strategy. The group discussion on March 3rd revealed a lack of cohesion and a potential unwillingness to take this responsibility within each unit. The prevailing atmosphere was that this was a KTU initiative which should be handled by one specific person. We understand that this is a new field of endeavour and that initial reactions may be limited by the lack of a final plan or platform at KTU. Yet it should be clear that online marketing comprises a key strategic activity of each unit and organisational manager, and should be implemented with this in mind. Every unit manager should be using the online marketing platform of activities to promote their achievements, inform their target groups, and communicate the success of their work.

In order to do this, a detailed planning structure which outlines the target groups, the desired content, and the online marketing applications used to deliver that content, should be defined.

1. **The target audience for each organisational unit at KTU IEC is slightly different. In general, these are:**

• KTU Alumni comprise a critical resource for the same reason as students: they are both customers and multipliers of IEC initiatives and projects.

• International Researchers form an indirect target group. They play a decisive role in international research projects. And IEC may be able to attract international researchers to participate in its own projects. As such, relevant content is needed to attract them.

• International Technology Transfer organisations comprise a key target group for the same reason. Given the networking and project cooperation potential of such organisations, it is vital that content be developed in English which demonstrates KTU IEC's capacity to work within international research and development projects.

• National and EU Partners comprise existing project partners as well as wider stakeholders such as Lithuanian Ministries and agencies, EU Directorates General, etc. As stated, these stakeholders are interesting in seeing how successful examples of EU R&D and innovation projects are faring. IEC should develop appropriate content to demonstrate this success record.
• Business managers in Kaunas and Lithuania as a whole comprise a key target group for the Tech Transfer unit. Content here should highlight success stories in practical and return-oninvestment (ROI) terms. Remember that the brand value of IEC's customers may be far higher than IEC's own brand value, and that these brands should be highlighted wherever possible.
• Entrepreneurs are a key target group for the Tech Transfer and Startup Space. An entrepreneur seldom has time to read: s/he will scan materials, and rely on practical signs of credibility. This means that IEC should enhance its reporting of major companies with which it has cooperation, e.g. Samsung.
• Venture Capital and Financial partners comprise a future target group for IEC, particularly as it seeks to expand its Startup Space. Content relevant for this target group is necessary.
• Lithuanian and international press is also a key target group, and can play an invaluable role in promoting IEC and its initiatives.
Some of the web content and applications which could be developed include:
• A Project Database. This comprises a CMS-driven project database with fields such as project title, R&D segment, economic segment, project description, project results, uploads, time of engagement, etc. As many projects as possible should be added to the database, as this is a key driver of both search engine optimisation (SEO) as well as organisational credibility.
• Alumni, Staff and Student Directory. This should include basic social media applications, e.g. LinkedIn profiles, online messaging, etc. The Directory is a vital SEO and networking tool. KTU should make the decision to invest in this area, as it is a critical resource for the future.
• News. This is vital for SEO and visitor engagement. News items should be regular: IEC should aim at daily news items, reposted across the IEC social network.
• Article Database. Articles provide in-depth research, analysis and commentary. They are vital as a means of SEO as well as building credibility for IEC. IEC should aim at a bi-weekly or monthly article, cross-posted across its social network.
• Patents Database. IEC has a long list of patents, most of which it does not actively promote or protect due to costs. Yet unless it shows this list to its target groups, it will have difficulty developing credibility, and therefore future cooperation. Even where confidential information must be disguised, or where patents are no longer active, it is important to post a record of current and past patents.
• Events: IEC should have a list of events, e.g. seminars, discussions, presentations, etc. This should be cross-posted across the social media network.
• Recruitment and Tenders: KTU/IEC should provide a list of project-based or permanent recruitment offers or tenders. It can also carry third-party recruitment notices should this be relevant. This adds to repeat visitor traffic and provides a valuable service for its target groups.
• Funding Opportunities: KTU/IEC should have a central list of funding opportunities on its site, together with an explicit call to action (see below) inviting interested parties to get into contact to explore possibilities.

2. IEC IP Unit Content-Audience-Applications

We suggest four key audience targets for the IP Unit:
• KTU Researchers: objective is to incorporate them into the IP licensing process. There are barriers to this, and a well-defined web process will reassure them as to the benefits and safety of the process.
• Students: objective is to motivate and inspire them as to the value of IP, as well as link into a future alumni network. It is also important to involve them in the Development of Entrepreneurship Culture courses (undergraduate and graduate levels).
• Business community: objective is to raise profile of KTU IEC, highlighting its professionalism and range of services, and creating the opportunity of involving them.
• Technology Transfer Community: objective is to raise KTU profile in Lithuania and abroad, creating the opportunity for further cooperation on projects.