APPROACH

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Mind the gap! Bridging academia and business

Workshop 16 September 2025
At 13 – 15 CET
https://vamk.zoom.us/j/68096186641
VAASA UNIVERSITY OF APPLIED SCIENCES

This project receives funding from the European Commission's Horizon Europe Research Programme under Grant Agreement Number 101120397

APPROACH

Mind the gap! Bridging academia and business

- 2025: Background and examples
- 2026: Productising and service aspects

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What would be your product/ product for academia/business?

1. What do you have?
2. What and whose need it could solve? Where are they?
3. Why?
4. When?
5. Whom with?
6. What are the costs? What is profitability?
7. What are the product packages and the product delivery with follow-up?

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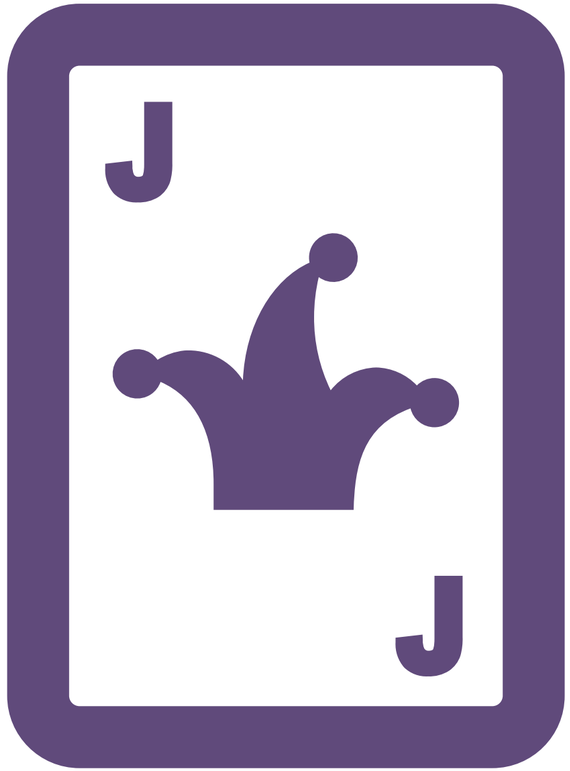

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EU on university – business collaboration

From ‘ Why have closer cooperation between universities and business?’

- “encourage the exchange and sharing of knowledge about skills needs
- create long -term partnerships and opportunities
- drive innovation, entrepreneurship and creativity
- help graduates to acquire the right skills and mindsets required on the job market, as well as for their own personal development”

Link:
https://education.ec.europa.eu/education-levels/higher-education/innovation-in-education/university-business-cooperation

University – business collaboration

1. Part of the missions of universities

- Education and training
- Scientific research
- Public service aka ‘third mission’

2. Mutual benefits:

- Businesses get new information and expertise
- Universities get funding, opportunities for students and topics for applied research

University – business collaboration

- RDI → RDI and education
- Public engagement
- Triple and quadruple helix

Images: Microsoft PPT image bank

University – business collaboration

“Public engagement is the process of communicating with the public and involving them in problem -solving or decision -making.”

Public Participation Partners
https://publicparticipationpartners.com/back-to-basics-what-is-public-engagement/

Example areas of university – business collaboration

- RDI- Research projects, development of new systems, technologies…
- Research ordered or funded by business
- Licensing and technology transfer
- Patents
- Startups
- Help businesses get funding and research
- Publications
- Immaterial rights
- Premises
- Information exchange (platforms)

- Cases for teaching
- Professional and expert services
- Courses/training to business and courses for university
- Student collaboration, e.g. master thesis, course works, practical training, recruiting, future workforce…
- Visiting lecturers

- Conferences and networking
- Consultation
- Donations and scholarships by businesses
- Steering group

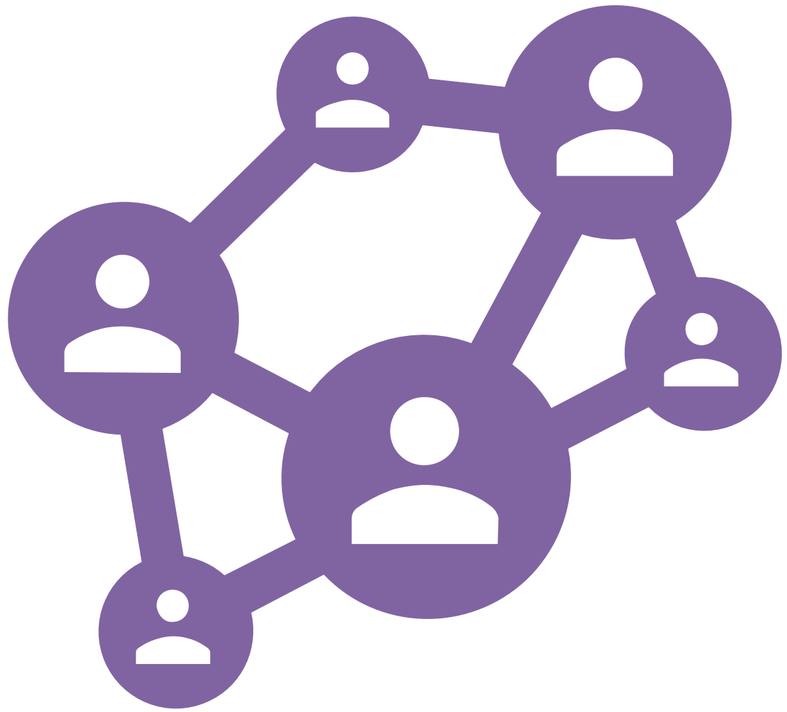
e.g. https://julkaisut.valtioneuvosto.fi/bitstream/handle/10024/165862/TEM_2024_38.pdf

Referring

Koski, I., A. Suominen & K. Hyytinen (2021). Selvitys tutkimus-yritys-yhteistyön vaikuttavuudesta, tuloksellisuudesta ja rahoittamisesta. Vaikuttavuussäätiö, Helsinki.
OECD (2019), University–Industry Collaboration: New Evidence and Policy Options, OECD, Paris, https://doi.org/10.1787/e9c1e648-en

University – business participants

- Bilateral
- Consortia, regional, national, international
- Core actors
- Stakeholders
- Triple and quadruple helix



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EU: Report evaluates European university-business cooperation since 2008. Challenges

- “insufficient synergies among university -business cooperation activities
- limited policy engagement
- barriers to the long -term sustainability of partnerships
- the need to go beyond university -business cooperation and broaden the concept to “educational innovation”

Quotation:

Report evaluates European university-business cooperation since 2008
https://education.ec.europa.eu/news/report-evaluates-european-university-business-cooperation-since-2008

EU: Report evaluates European university-business cooperation since 2008. Recommendations

- “the consolidation of relevant EU -funded activities under the umbrella of "educational innovation"
- introduction of a “soft steering” mechanism through an EU -level steering committee
- enhancing dissemination through a unified digital platform and a comprehensive communication strategy”

Quotation:

Report evaluates European university-business cooperation since 2008
https://education.ec.europa.eu/news/report-evaluates-european-university-business-cooperation-since-2008

Dimensions that hinder and promote university-business co-operation by Ćudić, Alešnik and Hazemali (2022)

1. **INSTITUTIONAL DIMENSION : F**orms of business, governmental and legal environment, public funding and support structures, and networks .
2. **PEOPLE DIMENSION :** Having enough highly qualified staff capable of running university -business cooperation, reasonable allocation of resources, and support of the management .
3. **LINKAGES**: How universities and businesses interact and cooperate with each other . Effective, open and regular communication, and personal relationships help forming stronger linkages and promote shared ownership, understanding and innovation
4. **FRAMEWORK FACTORS:** such as, IPR issues and patents, logistics and ICT, enable legal and practical processing of innovation between university and business .

Ćudić, B., Alešnik, P. & Hazemali, D. (2022). Factors impacting university–industry collaboration in European countries. *J Innov Entrep* **11**, 33 (2022). https://doi.org/10.1186/s13731-022-00226-3
https://innovation-entrepreneurship.springeropen.com/articles/10.1186/s13731-022-00226-3#citeas

Examples of people and linkage dimensions from Del 3.1

The most important elements of cooperation:
The people involved and the way in which the cooperation was organised

Differences in:

- working culture, style and practices,
- business and customer -oriented mindset,
- concepts of time ,
- deadlines,
- efficiency and pace of work,
- communication,
- cost and profit considerations,
- understanding of strategies and goals.

The importance of soft skills and competences.

How could we improve these in relation to the four dimensions of Ćudić, Alešnik and Hazemali

The people involved and the way in which the cooperation was organised

INSTITUTIONAL DIMENSION

PEOPLE DIMENSION

LINKAGES

FRAMEWORK FACTORS

Differences in:

- working culture, style and practices,
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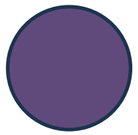
Productisation and the dimensions of Ćudić, Alešnik and Hazemali

What do you have
- Knowledge
- People
- Technology
- Research
- Outcomes…

Whom it is for?
Which part?
Which form?

Why?
The added value

Who else is needed to deliver x+x?




COLLABORATION ENABLING DIMENSIONS

PRODUCTISATION + MARKETS UNDERSTANDING and PROFITABILITY

Images: Microsoft PPT image bank

Examples

Images: Microsoft PPT image bank

Examples of productisation of university services

Focus: research and development (+ education)

Vaasa University of Applied Sciences

- Smart Design platform, formally known as Muova

Multidisciplinary market-oriented design for competitiveness

- Versatile solutions for developing business, organisations, products, services and brand
- Modular solutions into packages according to the need.

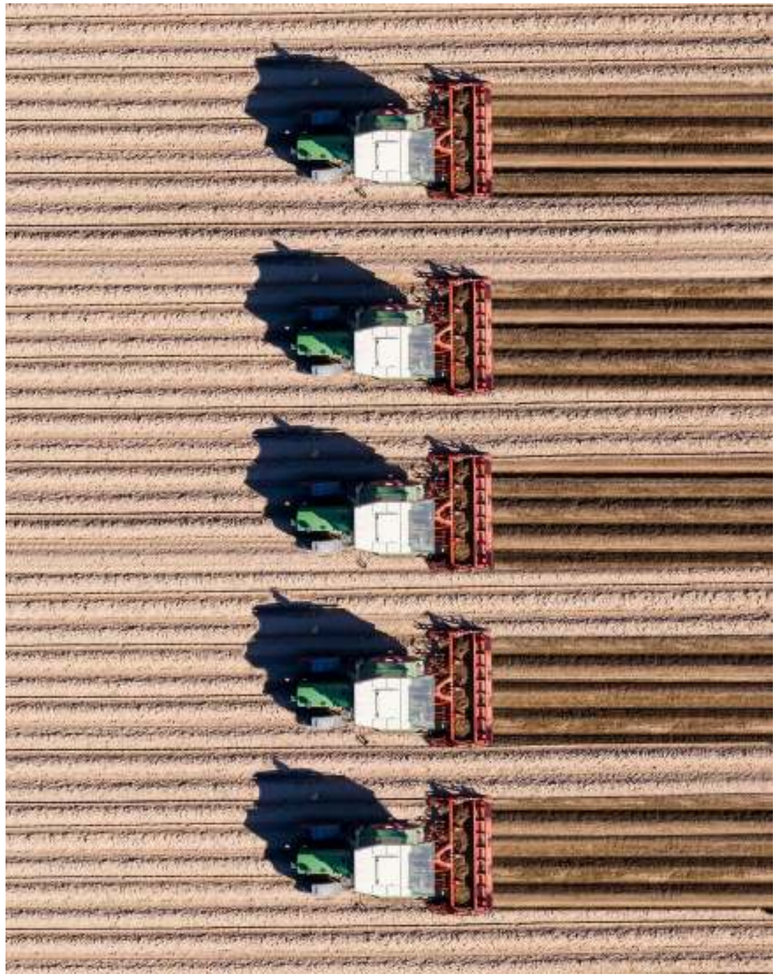
Muova: https://www.muova.fi/en/business-services/

Case Wille Machines oy, 1

Background

- Machines for environmental maintenance
- SME
- Main market areas: Sweden, Norway, Finland and North -America

- The user is at the centre of attention: The machine cab is an important working environment for the operator. This emphasises ergonomics, accessibility of controls, and good visibility.
- https://willemachines.com/



Text: Muovaaja

Images: Microsoft PPT image bank

Case Wille Machines oy, 2

Collecting customer information

- Customer understanding as part of strategy
- New type of knowledge -based management
- For example , used for developing scalable and customised customer services

Means:

- Observation of customers' activities and needs
- Digitalisation : colleting data online generated by the machines

Text: Muovaaja

Images: Microsoft PPT image bank

Case Wille Machines oy, 3

Collaboration with higher education

- Partners are selected either on the basis of specific expertise or an interdisciplinary approach.
- Technological cooperation to explore the potential of a particular technology.
- Different forms of collaboration complement each.
- Multidisciplinary expertise and a broader perspective in cases with a lot of uncertainty surrounding an issue or a new direction
- Students: theses on specific challenges.

Text: Muovaaja

Images: Microsoft PPT image bank

Case DESME

Designing smart energy - aim

1. **To** analyse the possibilities of changing consumer **behaviour** in terms of energy efficiency by using industrial design.
2. Investigating how **consumers** react to the smart energy applications related to showing and guiding consumer's energy usage.
3. Design products that would relate to some major problem areas concerning energy saving in the home environment and still fit in with the user's lifestyle.

Case DESME

Findings:

- 5 energy consumer segments that were identified: Passionate ecologists, Active energy savers, Insensitive energy users, Reluctant energy savers and Unaware energy consumers.
- These five consumer segments differ from each other by their actions, awareness, attitudes and intentions regarding energy saving.

Public engagement

1. Socially important topic, need of the society and target group
2. Involving stakeholders and users to the project, investigation and testing
3. Publishing the results for the common good in a neutral language
4. Into education

What has been productised

- Research knowledge and outcomes, e.g. for company services
- Design services, e.g. product and graphic design, branding
- Assistance to SMEs, e.g. in project planning, business support financing and reporting.
- Public speaking
- Training
- 3D printing

Muova: https://www.muova.fi/en/business-services/

What has been productised

Service design

- Solutions for producing, developing, using and selling services.
- Training how service design works and the development of customer -oriented services.
- Services include service path, processes, service descriptions, sales material, trainings

Muova: https://www.muova.fi/en/business-services/

What has been productised

Product design

- combining user needs and market opportunities for cost -effective manufacturing.
- Services include 3D models, visualisation, prototypes, tendering for manufacturing, market research

Brand and graphic design

- Services include logo, visualizations, brand guidelines, advertisements, packaging

Muova: https://www.muova.fi/en/business-services/

What has been productised

User experience and applications

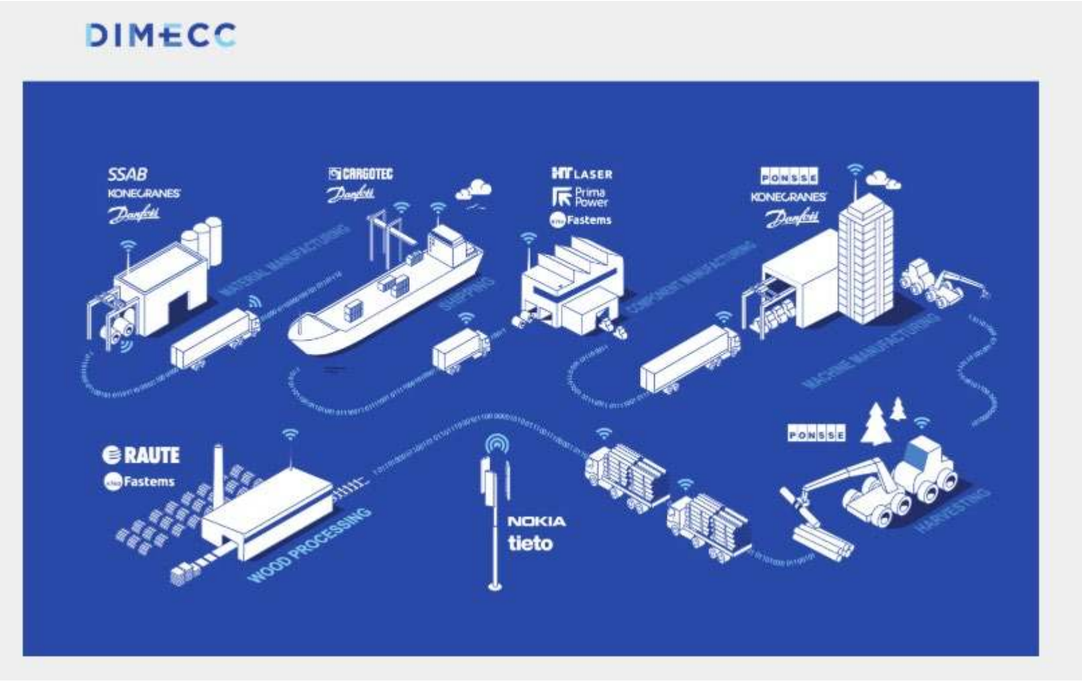
- Design of digital and physical user interfaces, display terminals, control panels, homepages and applications.
- Services include; user interfaces, UI, UX, icons, homepage layout, physical and digital prototypes

Muova: https://www.muova.fi/en/business-services/

What has been productised

Business design and strategy work

- The target of development work is the entire product range, service selection, organizational processes, reaching new customer groups or, more broadly, value chains related to the company.
- Services include development and visualisation of processes, strategy images, support materials for strategy work, data analytics, training, workshops, development plans, product development, customer and market research.



Muova: https://www.muova.fi/en/business-services/

Adding the dimensions that hinder and promote university-business co-operation by Ćudić, Alešnik and Hazemali in productization (VAMK: Muova/Smart Design)

INSTITUTIONAL DIMENSION : Forms of business, governmental and legal environment, public funding and support structures, and networks.

PEOPLE DIMENSION : Having enough highly qualified staff capable of running university-business cooperation, reasonable allocation of resources, and support of the management.

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https://innovation-entrepreneurship.springeropen.com/articles/10.1186/s13731-022-00226-3#citeas

How it has been productised

Product idea 1	Product idea 1	Product idea 1	Product idea 1
Is it needed?	~~Is it needed~~	Is it needed?	Is it needed?
The costs and feasibility	~~The costs and feasibility~~	The costs and feasibility	~~The costs and feasibility~~

PRODUCTISATION + MARKETS + ADDED VALUE
UNDERSTANDING and PROFITABILITY
COLLABORATION ENABLING DIMENSIONS

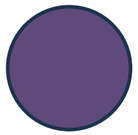
Productisation and the dimensions of Ćudić, Alešnik and Hazemali

What do you have
- Knowledge
- People
- Technology
- Research
- Outcomes…

Whom it is for?
Which part?
Which form?

Why?
The added value

Who else is needed to deliver x+x?




COLLABORATION ENABLING DIMENSIONS

PRODUCTISATION + MARKETS
UNDERSTANDING and PROFITABILITY

How it has been productised

INSTITUTIONAL DIMENSION : Forms of business, governmental and legal environment, public funding and support structures, and networks .

PEOPLE DIMENSION : Having enough highly qualified staff capable of running university - business cooperation, reasonable allocation of resources, and support of the management .

WHAT WE HAVE

- Processes, project outcomes, skills, research and knowledge to productise
- The right people
- The environment: physical and immaterial
- Who could need us
- Technology and tangibles

WHO ELSE IS NEEDED?

For example. subcontractors, institutions, public authorities, other research organisations

COLLABORATION ENABLING DIMENSIONS

How it has been productised

1. IDENTIFICATION OF THE POTENTIAL OFFER
2. TESTING AND VERIFICATION THE NEED OF THE OFFER
3. SERVICE PACKAGES and COST and REVENUE CALCULATION etc .
4. TESTING THE SERVICE PACKAGES
5. MARKETING
6. IMPLEMENTATION
7. FOLLOW-UP

INSTITUTIONAL DIMENSION :

- **Forms of business : e.g.** education, lectures, business services, projects
- **Governmental and legal environment** e.g. policies, funding programmes, legal agreements, management and administration, HR
- **Public funding and support** e.g. helping SMEs with funding applications
- **Structures :** e.g. enabling work, the form of fundings and profit
- **Networks , etc .**

How it has been productised

1. IDENTIFICATION OF THE POTENTIAL OFFER
2. TESTING AND VERIFICATION THE NEED OF THE OFFER
3. SERVICE PACKAGES and COST and REVENUE CALCULATION etc .
4. TESTING THE SERVICE PACKAGES
5. MARKETING
6. IMPLEMENTATION
7. FOLLOW-UP

PEOPLE DIMENSION :

- **Having enough highly qualified staff capable of running university - business cooperation**
  - Content, project and activity, management, etc .
  - The right hard and soft skills
- **Reasonable allocation of resources**
  - E.g. shared planning of time allocation, back -up people
- **Support of the management .**
- **Project team** , e.g. communication
- **Stakeholders, collaborators, subcontracting**

How it has been productised

LINKAGES: How universities and businesses interact and cooperate with each other . Effective, open and regular communication, and personal relationships help forming stronger linkages and promote shared ownership, understanding and innovation .

FRAMEWORK FACTORS: such as, IPR issues and patents, logistics and ICT, enable legal and practical processing of innovation between university and business .

WHAT WE HAVE
- The right people
- The environment: physical and immaterial
- Technology and tangibles

WHOM IS IT FOR?
Target group orientation

WHY?
The added value, testing of benefit, value…

WHO ELSE IS NEEDED?
For example, subcontractors, general public institutions,

How it has been productised

1. IDENTIFICATION OF THE POTENTIAL OFFER
2. TESTING AND VERIFICATION THE NEED OF THE OFFER
3. SERVICE PACKAGES: incl . who else is needed
4. TESTING THE SERVICE PACKAGES
5. MARKETING
6. IMPLEMENTATION
7. FOLLOW-UP

LINKAGES:

- **How universities and businesses interact and cooperate with each other .**
- **Effective, open and regular communication, and personal relationships help forming stronger linkages and promote shared ownership, understanding and innovation .**
- It is worth take into account the culture
- Direct, informal . low hierarchy and level for contact, testing, collaboration

How it has been productised

1. IDENTIFICATION OF THE POTENTIAL OFFER
2. TESTING AND VERIFICATION THE NEED OF THE OFFER
3. SERVICE PACKAGES: incl. who else is needed
4. TESTING THE SERVICE PACKAGES
5. MARKETING
6. IMPLEMENTATION
7. FOLLOW-UP

FRAMEWORK FACTORS:

- **IPR issues and patents, logistics and ICT, enable legal and practical processing of innovation between university and business .**

- Company projects : IPR and other legal issues taken into account in the collaboration agreement
- Research and other projects : Partner contract and IPR agreement afterwards
- Agreements for students
- Other, e.g. presentation purposes

COLLABORATION ENABLING DIMENSIONS UNDERSTANDING and PROFITABILITY

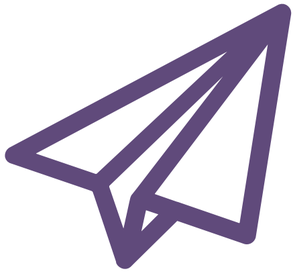
How it has been productised at VAMK's Muova/ Smart Design platform

1. **IDENTIFICATION OF THE POTENTIAL OFFER from outcomes, lessons learnt, processes, tools, etc.**
2. **TESTING AND VERIFICATION THE NEED OF THE OFFER** from the field and lessons learnt from e.g. company projects and policies
3. **SERVICE PACKAGES: Modules, content, size, time allocation, price, people**
4. **TESTING THE SERVICE PACKAGES:** Internally and with stakeholders, and active continuous improvement and development
5. **MARKETING:** website, direct contacts, events, cases, publications, previous collaboration, etc.
6. **IMPLEMENTATION** : visiting, narrowing the need, contractualising , close contact with companies,
7. **FOLLOW-UP** e.g.. Success of the previous projects

Communication with businesses

- Use the same language
- Mutual respect
- Precise to the point
- Not too much
- The added value
- Concretise and visualise
- Shared culture

- Keep the deadlines
- Keep the promises
- Promise less and deliver more



Images: Microsoft PPT image bank

An example of productising 3D printing in a university

1. Observe potential costumers and the current offer (competitors), what others are doing and how, where could be the gaps on the market. Observe the current and upcoming trends. Analyse the information.
2. List what you can do in general and what you can do compared to the needs and competitors.
3. Define the target groups, their characteristics and needs.
4. Create product packages, Create service processes and tools, and all general costs, such as marketing, communication, etc.
5. Calculate fixes and variable costs.
6. Test your package and update accordingly.

INSTITUTIONAL DIMENSION

PEOPLE DIMENSION

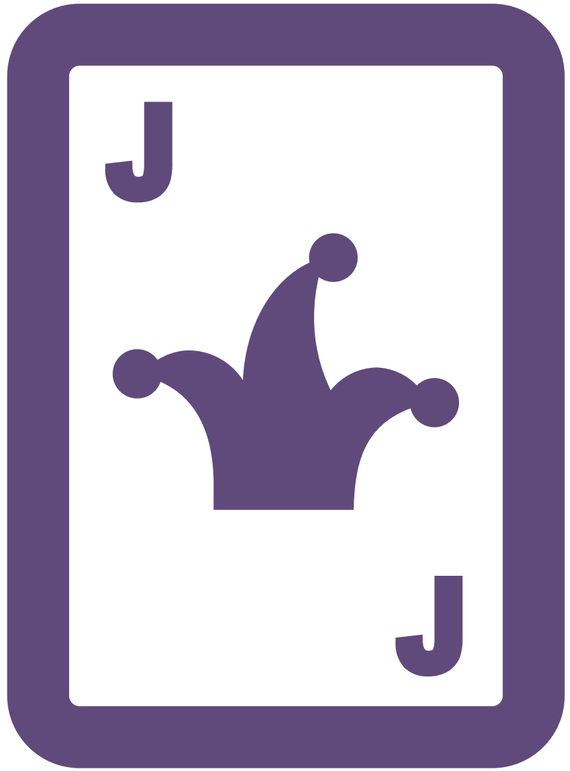
FRAMEWORK FACTORS

LINKAGES

What would be your product/ product for academia/business? - Discussion

1. What do you have?
2. What and whose need it could solve? Where are they?
3. Why?
4. When?
5. Whom with?
6. What are the costs? What is profitability?
7. What are the product packages and the product delivery with follow-up?

...



Images: Microsoft PPT image bank

How to get started: productization → in 2026

Images: Microsoft PPT image bank

APPROACH

THANK YOU

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Productisation

“Productisation is a way for you to turn your idea into a competitive good or service. Product development is an instrument helping you to create products that stand out from the competitors and appeal to consumers.”

- Suomi.fi

Suomi.fi: https://www.suomi.fi/company/product-and-service-design/productisation

What is a product?

A tangible product

Service

Technology

Process

Knowledge, competences and skills

Country, place, culture…

Sound

Etc.

→ What would you productise for public engagement?

Images: Microsoft PPT image bank

Productisation

DEVELOPMENT

Whom to

Why

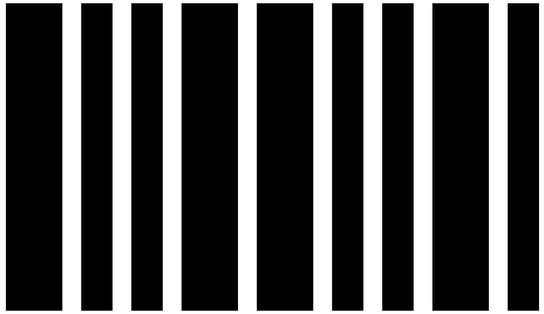
What

When

With what resources

Price: or production and

to the subjects



COMMUNICATION

Whom to

Why

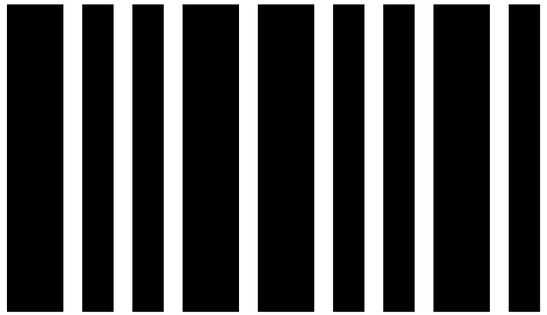
What (brand…)

When

With what resources

Price of communication

and to the subjects



Images: Microsoft PPT image bank

Mindful productising

YOU

What you have: what is your "product"? What is the assortment? Product lifecycle?

Who and how are you: identity, image

THEM

Where you are: market areas, sector, competition

When are you: e.g. trends, societal movements

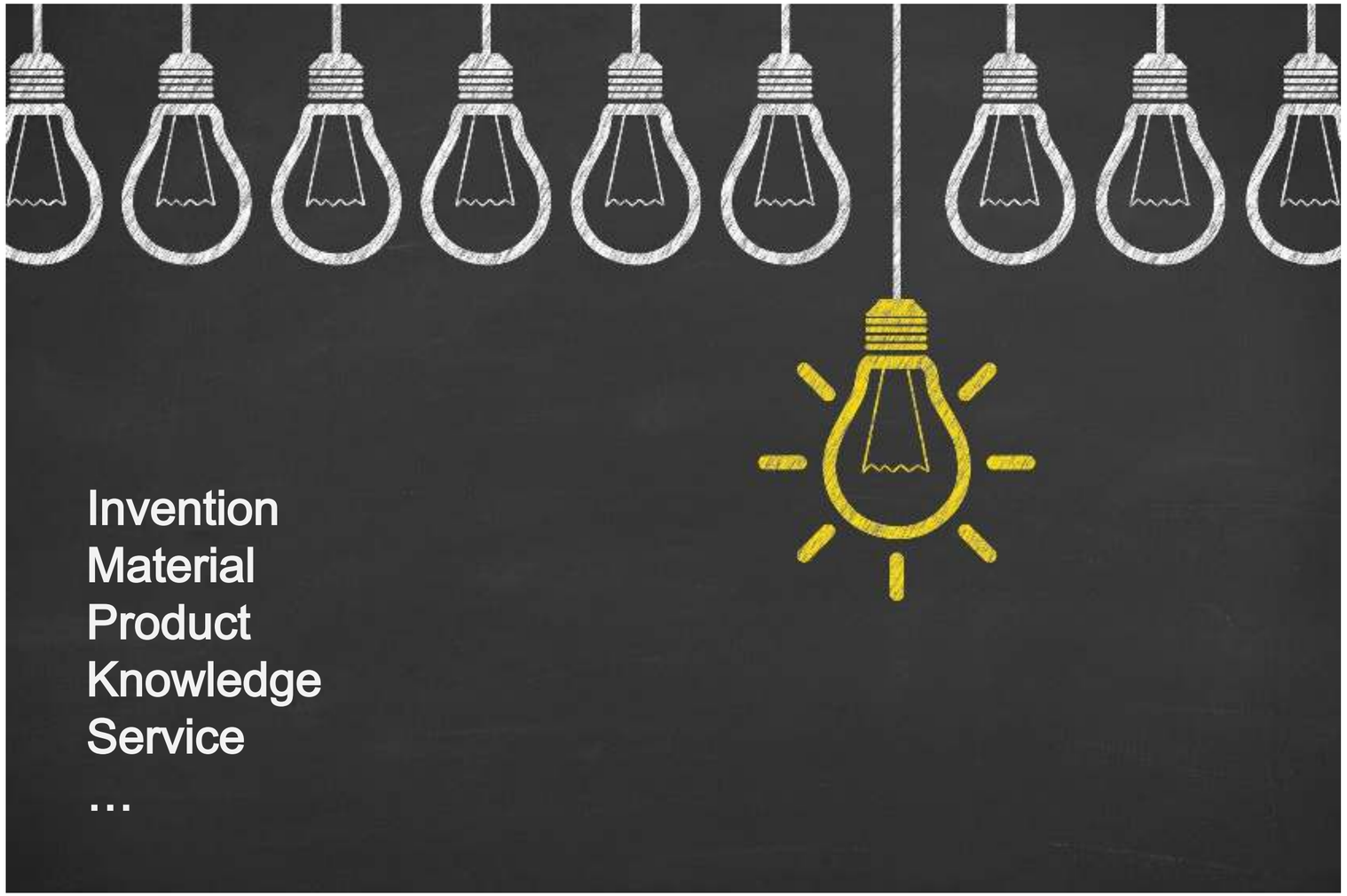
Who is it for and why: customers, value networks, how are they, why so?

Is there a match?

What else is needed?

Images: Microsoft PPT image bank

What would be your product/s?



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The central factor

People

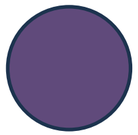
From building blocks towards collaboration

What do you have
- Knowledge
- People
- Technology
- Research
- Outcomes…

Whom it is for?
Which part?
Which form?

Why?
The added value

Who else is needed to deliver x+x?




COLLABORATION ENABLING DIMENSIONS

PRODUCTISATION + MARKETS

Needs and profitability

EMPATHY

Find the need, the societal value –added value
➔ project, offer
➔ Funding

Target group orientation

Usability
Accessibility
Lifestyle, etc.

Visibility
Communication
Networking
How to approach people

Collaboration
Networking
Internal and external customers

UNDERSTANDING and PROFITABILITY

Productising steps 1

What do you have?

Anne is an art historian

- Tourist guide
- Writer
- Art history lecturer
- Art museum curator
- Consultant for police, etc.
- Art history broker

Productising steps 2

Whom it is for?
Which part?
Which form?

Art history broker

Art collectors

Investors

Auction houses

General public

Productising steps 3

Why?
The added value

Art history broker

- Art collectors
- Investors
- Auction houses
- General public

The added value:

- Authenticity of artworks
- Value of artworks
- Context of artworks

- Reduced acquisition risk
- Securing investment
- Preservation of value

Productising steps 4

Who else is needed to deliver x+x?

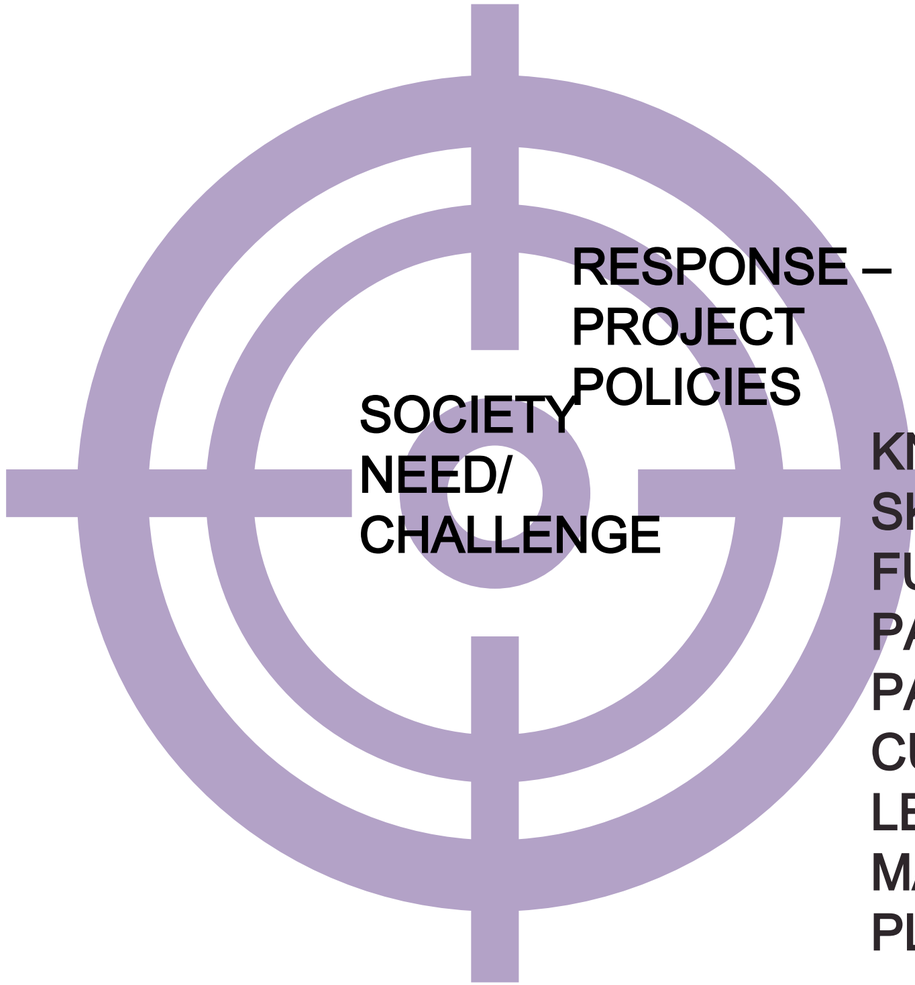
Value networks

Art history broker

- Bank, financial institution
- Authorities, legal people
- Security professionals
- Museums
- Transportation services

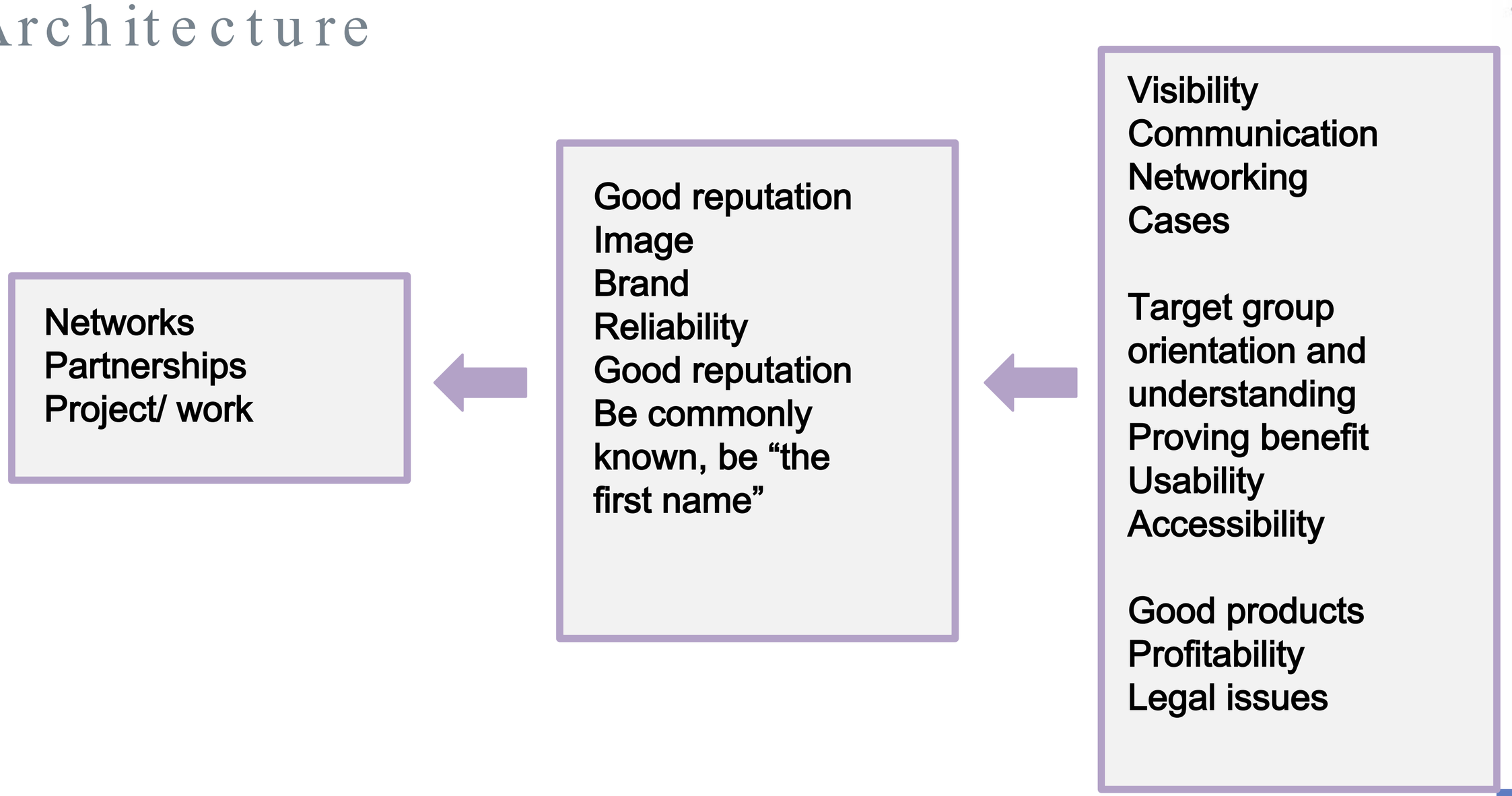
Architecture

IMAGE, BRAND
VISIBILITY, COMMUNICATION
NETWORKING
ACCESSIBILITY
USABILITY,
EMPATHY,
COLLABORATION,
etc..



KNOWLEDGE
SKILLS, COMPETENCES
FUNDING
PARTICIPANTS
PARTNERS
CUSTOMERS
LEGAL ISSUES
MATERIALS
PLACES…

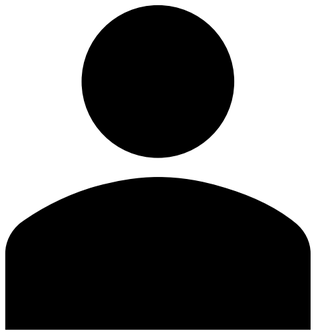
Architecture



Different opinions and added value from the offer

What the company sees

Technology, the tangible product…

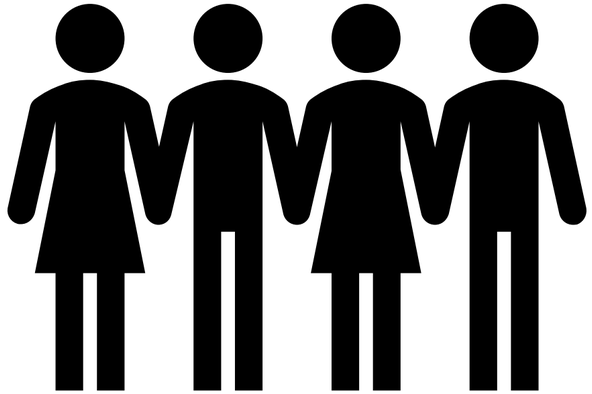


What the customers and stakeholders see

More money for my dream vacation

Decreased Electricity costs of the building

Less stress about the environmental impact



Claiming the political promises and policies

Often products are values, lifestyle, possibilities, value for oneself, boost of confidence etc.

What added values could be added to coffee?

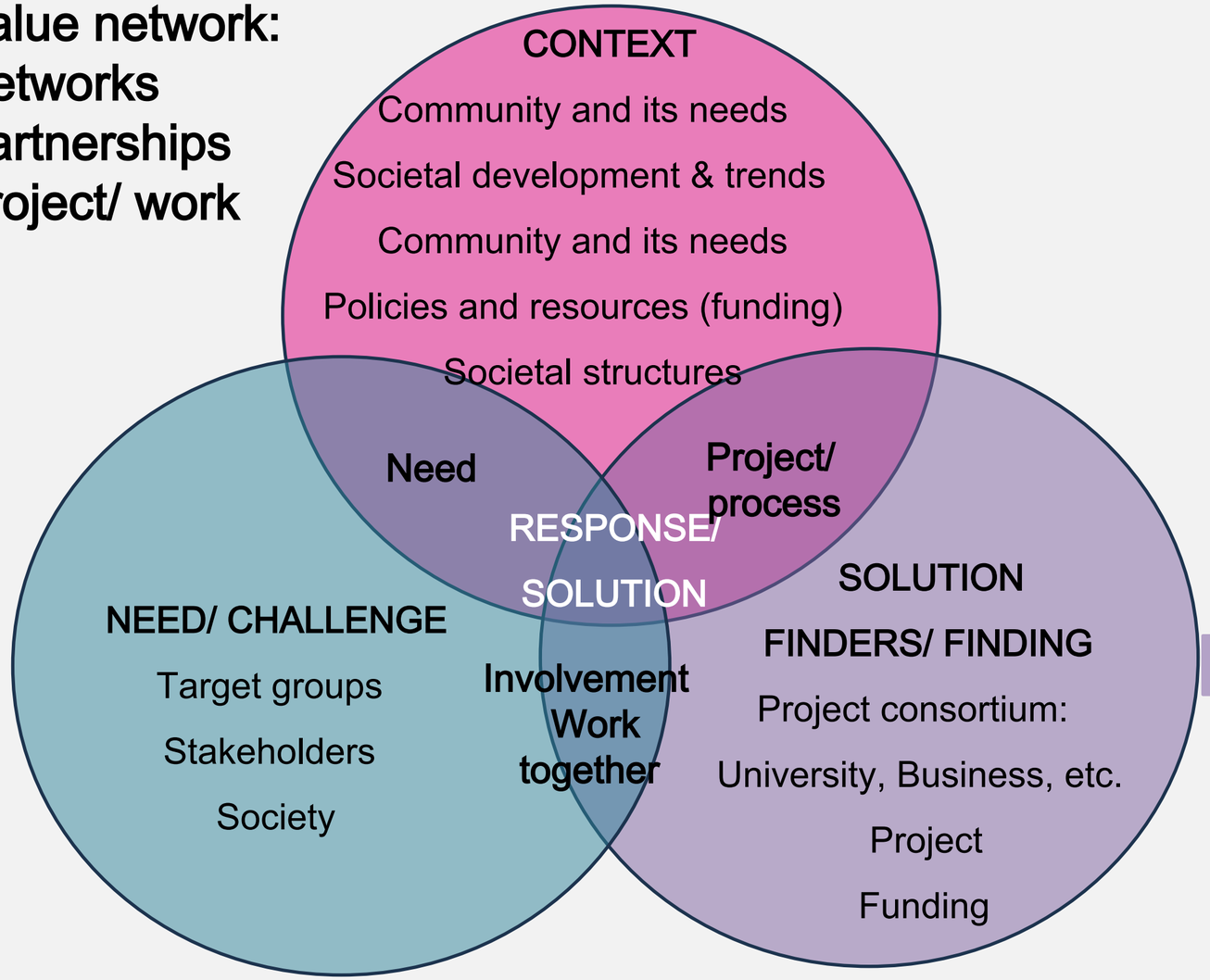
Added values…

Added values…

Images: Microsoft PPT image bank

Building blocks

Value network:
Networks
Partnerships
Project/ work



SOLUTION

> Productisation

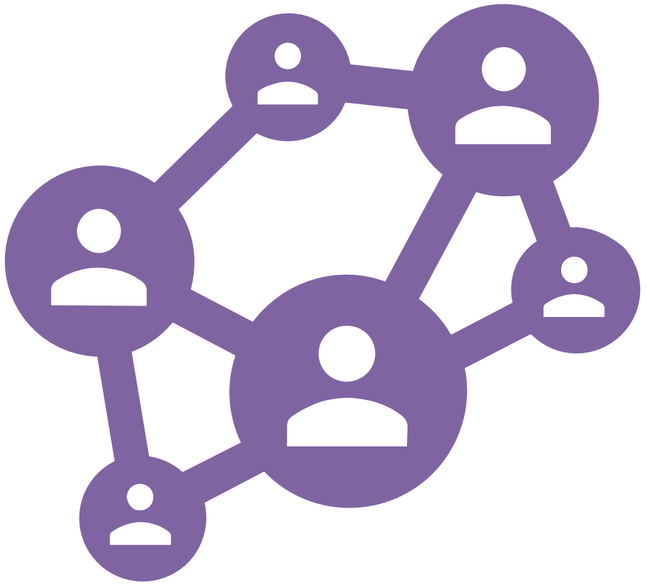
> Production

> Value networks

Value networks

A value network is a set of connections between organizations and/or individuals interacting with each other to benefit the entire group. A value network allows members to buy and sell products as well as share information.

- Investopedia



Investopedia: https://www.investopedia.com/terms/v/value-network.asp

Value networks

- An essential part of public engagement as the **value is created together** with the stakeholders, partners, target groups and general public in a network.
- Value is created **for everyone in the network.** The nature and depth of value depends on the member and its role in the network
- Each member has a reason to be part of the network.
- **Collaborative and multidisciplinary:** Each member brings in value and gains value, e.g. from information, to production, services, logistics to transportation.
- **Enable cooperation nationally and internationally** , and **improvement of the performance.**
- Members can be internal or external – B2B and B2C
- An organisation can be part of different value networks.

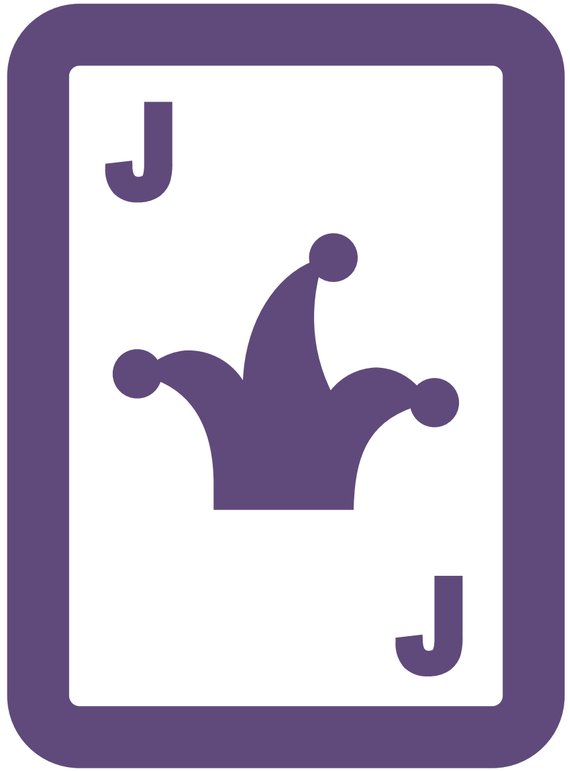
Value creation

- Value is created for everyone involved, e.g. company, research organisations, customers, collaborators, subcontractors, logistics, funders, investors, etc.
  - It is important to understand WHAT is the value for each.
- When the value is clear, it is easier to manage a value network
  - Stakeholder management
  - Communication and logistics
  - What is the message and what is the quality
- The image and performance (e.g. reliability, experience, type of activity) of each member is important.
- Value networks are easier to manage and communication is easier when they are visualised, e.g. the supply chains.

What would be your product/ product for academia/business?

1. What do you have?
2. What and whose need it could solve? Where are they?
3. Why?
4. When?
5. Whom with?
6. What are the costs? What is profitability?
7. What are the product packages and the product delivery with follow-up?

...



Images: Microsoft PPT image bank

APPROACH

THANK YOU

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