

## **СЕКЦІЯ 1**

### **Тенденції та пріоритети розвитку сучасних галузевих та регіональних суспільних систем**

#### **BEST PRACTICES OF CREATING INNOVATION EXCHANGE WEB PORTALS OF INDUSTRY-UNIVERSITY COLLABORATION**

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Since their initial development in the late 1990s, expert web portals have been an evolving tool for universities, systems of higher education, and economic development organizations. The web portals are searchable, web-based databases of university scholars and researchers that feature, at a minimum, information on their expertise, innovation products and publications. Many of the portals are growing to include information on universities' physical assets and equipment, regional strengths, and additional services such as networking and analytical tools for research.

Although these searchable databases have proven useful in helping economic development leaders, government, research colleagues, and internal university staff, their role in generating industry-university collaboration is disputable. Recently, more demonstrable and tangible results of deploying innovation and building partnerships from these portals are becoming a sought-after objective for funders and stakeholders. However, none of the portals' administrative teams have been able to specifically measure the impact of interaction generated via the portal on industry or the regional economy at large. Developing and sustaining these tools is costly and time consuming; instead, many stakeholders involved deem them a necessary public good – a “non-rivalrous” and “non-excludable” knowledge resource that everyone can consume with no restrictions. Therefore, evaluation of the return on investment of these portals has been largely ignored by involved parties. This, along with the cost of developing and maintaining such portals, serves as a growing obstacle to sustaining them. It has been argued that unless these portals are specifically designed with industry in mind, they do very little for commercial users.

Different states in the United States started to develop expert web portals in the late 1990s, with a majority of them launching between the late 2000s and early- or mid-2010s. Of our sample, Florida ExpertNet was the earliest portal, launched in 1999, followed by North Carolina's Reach NC and Michigan Corporate Relations Network more than a decade afterward in 2011. New York's FuzeHub and Arizona Experts were launched in 2013. Texas' InFluent, the most recently launched portal, launched in 2014.

The main conceptual thrust of these web portals was to eliminate intermediaries between university experts and innovations and consumers of this information. However, many web portals decided to include built-in, business-level, or concierge-type, services hoping to eliminate a barrier for companies that do not know or have no resources to navigate through the portal's resources. In addition to staffing the business-level services of web portals, almost all existing web portals maintain staff for technical support, even if they are utilizing outsourced technical platforms (primarily Elsevier's). In the sample of this research, all but one of the portals included funding for technical and administrative staff—usually for one or two positions. Arizona Experts is the only portal that does not include funding appropriated for staffing. Typically, the portal programs fund the salary of a number of staff members who share tasks across different projects.

Web-portal usage may focus specifically on certain audience types, such as small- and mid-sized companies, fast-growing industries, or super users, those who serve as relationship managers to companies. Additionally, portal systems rely on business-level or concierge-type services to enhance their usage. Among MCRN and Reach NC, the universities pay to provide such services through their own resources. Florida ExpertNet provides services via the FSU center that manages the site. InFluuent and Arizona Experts lack any dedicated business-level services. Often, university representatives are located at tech transfer offices, applied research offices, or specific centers (of excellence, medical research, etc.). For example, FuzeHub uses business-level services as a primary entrance point and heavily depends on it. In the case of MCRN, each member university pays for business-level services separately, and many member universities built their own business engagement services modeled off of the University of Michigan's industry services.

A crucial lesson learned from the study of expert web portals is the key role of metrics evaluation. For the long-term sustainability of these portals, an assessment of portals' uses and benefits should be conducted. Measures such as return-on-investment (ROI) and value added can be used for such evaluations. However, this is an area in which all the sample portals are currently lacking. None of the portals studied have been able to precisely measure a return on investment. Evidence of success or usage of portals is either completely anecdotal or is based on Google Analytics—a tool that counts hits on the site and identifies what is searched, but does not offer precise analytics on who uses the portal. Usage tracked by Google Analytics can be linked to broader categories of users - such as industry, public, and personal; however, large numbers of site connections and hits are made from ambiguous physical locations that are hard to qualify or meaningfully track (for example, from hotels or shared networks).

One of possible sustainability mechanisms is the establishment of a board that oversees the future of the portal, its funding sources, and its partnerships. Reach NC established a governance council - made up of research stakeholders and officials

from major universities - after its first year on the web. Florida ExpertNet also established an advisory committee with similar roles. MCRN facilitates meetings with its university partners, but those meetings are to address technical rather than sustainability issues. The remainder of our sample portals lacked such committees. Sustainability, like many other facets of web portals, is still considered to be an evolving concern.

Analysis of the ecosystems of these seven portals from across the country indicated that a number of determinations should be made before the inception of a webportal. In order to help assure the sustainability of this technical resource network tool, it must be determined and clearly defined (1) what the main goal of creating the innovation exchange is; (2) whether it is envisioned as a public good; (3) who the primary audience is; (4) who the key beneficiaries of the information deposited to the network tool are; and (5) what the long-term strategy is to sustain it. Answers to these five fundamental questions will assist in building an appropriate ecosystem for a newly incepted innovation exchange and will inform technical decisions and plans for its development and operation.

#### **УДК 338.26**

### **МЕНТАЛЬНИЙ РЕІНЖИНІРИНГ ЯК ОБОВ'ЯЗКОВА СКЛАДОВА ПРОЦЕСУ УПРАВЛІННЯ ЗМІНАМИ В СОЦІАЛЬНО-ЕКОНОМІЧНИХ І ГАЛУЗЕВИХ СИСТЕМАХ**

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Необхідність умілого використання різноманітних технологій управління змінами керівництвом і корпусом менеджерів будь-яких вітчизняних соціально-економічних і галузевих систем є незаперечною. Постійна ж поява у світовому професійному просторі оновлених і удосконалених технологій та інструментів управління змінами вимагає усвідомленого відношення керівників до необхідності оволодіння ними з метою ефективного використання для забезпечення успіху довірених їм підприємств, установ, організацій, галузей, регіонів і держави в цілому.

Проте, вітчизняна практика управління необхідними нашому суспільству загалом, а також всім його соціально-економічним системам і підсистемам змінами демонструє явно незадовільні темпи і результати процесів змін в значній більшості складових національного господарства. Серед обширного переліку причин гальмування необхідних суспільству трансформацій автори