

Brno University of Technology - Faculty of Business and Management

Questions from the International Evaluation Panel and answers

Questions to administration:

1. What should be done for receiving revenues from non-public sources (besides grants or contract research) from research work in both short-term and long-term perspective?

Development of four pillars:

- Consulting program.
- Contract research.
- Cooperative learning and research.
- Start-up and spin-off program.

We have been working on a complex framework for commercialization of our activities since 2018. Researches activities we realized before 2018 enabled forming of original methods and approaches with a high level of commercial potential. The situation in 2020 brought new priority – digitizing of our activities and development of online operations. The following decade will be probably one of the most dynamic in our existence. Structural changes in our research and educational activities create opportunities as well for revenues from non-public resources.

2. What kind of administrative support is needed to strengthen entrepreneurial competence of the faculty?

- The support of the university as regards legal aspects of activities related to start-ups and spin-offs.
- To define revenue models for our business plans in start-ups and spin-offs. (We are considering three approaches – partnership in the company, % of income and a fixed amount).
- To develop a financial management system for small projects in which we cooperate with students, external partners, etc.
- To make use of ideas from student competitions (organized by the Faculty), support for student ideas including the provision of marketing consultancy services).
- To intensify the creation and to expand the offer of paid courses, programmes and summer schools.
- To step up cooperation with the South Moravian Innovation Centre (JIC), South Moravian Chamber of Commerce and our alumni.
- To be more active in offering the Faculty's infrastructure for commercial purposes (renting out, organizing exhibitions and trade shows – Job Challenge).

To exploit the Faculty's capacity with the aim of proposing possible changes in support of project development, outstanding teams and specialists who could be responsible for commercialized products.

3. What steps are to be launched for setting up and support of spin-off firms or other forms of commercialisation of R&D&I results?

Start-up and Spin-off program launched in September 2018 was created as the third pillar of our concept of **R&D&I** commercialisation and spin-off and start-up support concept. Together with ESBD study program (and generally higher focus on various aspects of entrepreneurship in other

programmes) and INPROFO LAB these three pillars have created platform giving us huge potential for efficient support for commercialisation of our activities and support of entrepreneurial activities of our students. Dynamics of development of these activities in 2019 was rather low so as we had to solve synergy with applied research and educational activities. The year 2020 started with some emerging project – the first students' company was established and five business projects with potential for start-up or spin-off we identified. Lockdown and covid crises held the process back, unfortunately. Nevertheless, the development of all projects is still promising.

We have defined five steps for the acceleration of our commercial activities:

1. Promotion of all three pillars on the level of study programmes, faculty, and university (to support spin-off and start-up creation) and on the level of potential national and international clients (to spread our activities in a wider context)
 - The main task is the presentation of our activities to all stakeholders and potential customers
 - We need to prepare information and communication channels where we can present and offer our services. Plan of these activities should be finalized 1/2021
 - The main challenge is linked to different requirements of our target groups
2. Further development of our service/product
 - . At the moment we can commercialize mainly consulting, training, research, business project development, company development, strategy evaluation and development, business model innovation and business model digitizing.
 - Our methods are based on the results of our research activities in applied research – there are few projects being solved at the moment. We must continue in the development of complex approaches and their implementation in our further activities.
 - Considering spin-off and start-up support we see our main protentional in the creation of an innovative business model and we plan to develop these concepts on the theoretical and applied level.
3. Development of administrative support of commercialization
 - . There are main topics related to legal aspects of such activities
 - We need to define models of income. We consider three approaches – participation at the company, % of income and fix amount
4. Development of infrastructure
 - . Open space base created for the future company and business projects seem to be rather problematic due to covid situation. This concept must be reconsidered.
 - Technical aspects of the work of companies in our premises should be solved
5. Intensify students' involvement in applied research activities.

Considering the fact that our approaches are based on original concepts with high potential for practical implementation we have to develop research-based learning activities. This process must continue because it creates a very good potential for innovation and spin-off or start-up creation.

- We plan to support international research and project-based courses, workshops and other activities.

4. How do you see the role of the faculty administration in improving the performance of journal publications?

- To improve the awareness of the members of the academic staff of the R&D requirements set out in the M17 + Methodology and science evaluation.
- With the assistance of the central library, to train the members of the academic staff (especially the less experienced ones) in working with databases, and to organize training in

academic writing, data processing, research and statistical methods (in cooperation with the Academy of Sciences of the CR).

- To share the Best Practices of publishing in journals through Academic meetings and specific research workshops.
- To innovate the Faculty's motivation system (M1, M2, M3 should be taken into account).
- To create a system of acknowledging and presenting the best R&D outputs in the academic year (to create categories such as awards for the best publications, commercialization of results, development of cooperation with practice, etc.).

5. How do you see the role of the faculty administration in improving the performance of attracted research projects?

To extend the activities of the Faculty's department for the support of science, research and projects to include information on sectoral calls and possible project co-authors.

- To increase support in the preparation of the project financial plan as well as in project administration.
- To focus on project effectiveness.
- To define key R&D topics and set up interdisciplinary teams across institutes to obtain projects.

To become a member of international consortia, strengthen international contacts and establish cooperation in the preparation of an international project.

6. Is there mechanism for involvement of students in research?

The Faculty of Business and Management has had a system of active involvement of students in solving real-life research and application projects and problems of firms and business entities in place since it began its operation. In view of the recent changes and requirements for excellence in research and the new methodology, an emphasis must be placed on the following:

- Involvement in internal specific research (institute research – both doctoral students and then also graduate students).
- A special section for students – researchers in Specific Research during the specific research workshops.
- IGA (junior specific research projects) – support to individual research and publication activities of PhD students.
- The use of tutors to involve PhD and graduate students in projects (e.g. Technology Agency of the Czech Republic (TA CR), contract research, etc.).
- A new course Research Methods in master's degree programmes (the best projects are published in the proceedings).
- A section for students (from master's and bachelor's degree studies) set up in the Faculty conference "Perspectives of Business and Entrepreneurship Development".
- The Faculty participated in the IP programme CONDUCTING INTERDISCIPLINARY RESEARCH IN CROSS-CULTURAL ENVIRONMENT – (IP ERASMUS project supported scientific, research and publication knowledge and skills of PhD students).
- International competitions (Prime Networking – support for research and publication activities, CESAER - the potential for research and innovation interdisciplinary student teams).

- Support for student international publishing teams, competitions, publishing activities (both in national and international settings).
- Etc.

Questions to the faculty staff:

1. Do faculty staff understand the system of performance indicators?

- performance indicators are explained at annual academic meetings
- through annual assessments of academic staff performance by completing the plan vs. reality assessment since 2015, a new university-wide system is being prepared – used already for the year 2020 evaluation
- motivation assessment
- scientific performance is one of the items on the agenda of institute meetings

2. What barriers are in preparation and publishing high quality scientific papers?

- employee capacity – the load of contact hours results in time pressure
- insufficient emphasis on cooperation and teamwork
- barriers can be reduced by setting up international research teams (data from several European countries are more interesting for editors of scientific journals)

3. Is it easy to publish high quality paper in scientific journal with impact factor?

- publishing in journals with a focus on social sciences, especially on Business and Management, is not easy - low IF (AIS), technical sciences or multidisciplinary journals are more suitable,
- publishing quality papers depends on grant projects

4. How many applications of research projects were submitted during the last two years and what is the success rate?

In 2018, a total of 14 applications were submitted, of which 4 were accepted (30 % success rate).

5. Is awarding system is understandable and motivating to show good scientific performance?

- motivation-oriented system – performance funding is in place
- individual budget for the project (TA CR, GA CR).

6. What opportunities and barriers exist in obtaining international recognition of scientific achievements?

Opportunities:

- involvement in international research teams and networks (e.g. starting already with doctoral and post-doc students, etc.) - cooperation on international H2O projects,
- faculty journal (emphasis on obtaining indexation in SCOPUS –WoS),

- international conferences (to organize conferences – e.g. a PhD international conference - in addition to the international faculty conference),
- Ph.D. cooperation with universities abroad, international networking
- support for both short-term and long-term research placements of the members of our academic staff and students abroad as well as those from abroad at our Faculty,
- to obtain international accreditation.

7. Is it important for a PhD student to be the first author in his/her doctoral thesis defence?

- It is not important.

8. Must a PhD student have some scientific papers published before his/her doctoral thesis defence?

- Yes. They must be papers from conferences and papers indexed in WOS and SCOPUS.