UNIVERSITY-INDUSTRY COOPERATION IN LATIN AMERICA

LESSONS LEARNED FROM APPLYING THE AIMday METHODOLOGY

LISTO

UNIVERSITY-INDUSTRY COOPERATION IN LATIN AMERICA

LESSONS LEARNED FROM APPLYING THE AIMday METHODOLOGY

Disclaimer: "The European Commission's support for the production of this publication does not constitute an endorsement of the contents, which reflect the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.".

LISTO Project (2020). University-Industry Cooperation in Latin America: lessons learned from applying the AIMday methodology. Uppsala (Sweden): Uppsala University.

ISBN: 978-91-519-6878-0
URI: urn:nbn:se:uu:diva-420120
DiVA-ID: diva2:1469440

1st edition, September 2020

Uppsala University PO Box 256, SE-751 05 Uppsala, Sweden

Co-funded by the Erasmus+ Programme of the European Union

LISTO

ARGENTINA

Universidad Nacional de Córdoba – UNC, Córdoba

Universidad Nacional del Litoral – UNL, Santa Fe

BRAZIL

Universidade Federal de Pernambuco – UFPE, Recife

Universidade Federal do Rio Grande do Sul – UFRGS, Porto Alegre

Universidade de São Paulo – USP, São Paulo

SWEDEN

Uppsala Universitet – UU, Uppsala

URUGUAY

Universidad Católica del Uruguay – UCU, Montevideo

Universidad ORT Uruguay – ORT, Montevideo

LIST OF AUTHORS, BY PARTNER UNIVERSITY

Uppsala Universitet (UU)

Anette Persson Stache Project Manager, Uppsala University Innovation

Ernesto Gutiérrez Collaboration Manager, Uppsala University Innovation

Philipp Baur Project Coordinator, Unit for Global Partnership/Division for Internationalisation

Universidade Federal de Pernambuco (UFPE)

Sérgio Ribeiro de Aguiar Adjunct Director of the Innovation Affairs Office

Raimundo Nonato Macedo dos Santos Professor, School of Information Science

Sunamita Iris Rodrigues Borges da Costa Professor and Strategic Partnership Advisor (at that time)

Solange Galvão Coutinho Director of the Innovation Affairs Office (at that time) and Professor, Design Department

Universidade de São Paulo (USP)

Antonio Carlos Marques Innovation Agency Coordinator (at that time)

Geciane Silveira Porto Innovation Agency Adjunct Coordinator

Flavia Oliveira do Prado Innovation Agency Administrative Analyst

Liliam Sanchez Carrete Innovation Agency Advisor

Thaís Bento Innovation Agency Entrepreneurship Staff (at that time)

Eduardo Brito Innovation Agency Administrative Analyst

Universidade Federal do Rio Grande do Sul (UFRGS)

Ana Paula Matei Interaction and Technology Transfer Coordinator

José Luis Duarte Ribeiro Senior Technological Development Officer

Marcelo Lubaszewski Director of Science and Technology Park – ZENIT

Universidad Nacional de Córdoba (UNC)

Silvia Aisa Director of the Innovative Technologies Management Specialisation Program, School of Economics

Maria Lorena Talbot Director Intellectual Property Office, Science & Technology Secretariat

Universidad Nacional del Litoral (UNL)

Germán Rossetti Full Professor, School of Chemical Engineering

Oscar Quiroga Full Professor, School of Chemical Engineering

Melisa De Greef Adjunct Professor, School of Chemical Engineering

Leticia Arcusin Adjunct Professor, School of Chemical Engineering

Universidad ORT Uruguay (ORT)

Enrique Topolansky Director of the Centre for Innovation & Entrepreneurship (CIE)

Laura Diaz Arnesto Academic Projects Coordinator

Universidad Católica del Uruguay (UCU)

Magdalena Giuria Director of the Ithaka Centre for Entrepreneurship & Innovation

Catherine Krauss Professor at the Ithaka Centre for Entrepreneurship & Innovation

ACKNOWLEDGEMENTS

We would like to thank Jake Reardon (UU) for proofreading and editing this publication.

CONTENTS

INTRODUCTION

Collaboration with the wider social and economic environment is an important task for university endeavors, as well as research and education. Although in Latin America, “extensión” has been an essential part of the mission of universities since its beginning, recently the concept of a “Third Mission” has gained prominence worldwide to address some of the biggest challenges of the United Nations’ Sustainable Development Goals. Universities are developing infrastructures and methods to improve collaboration with private, public and non-profit sectors. Moving from strategy to action requires new tools to bridge the gap between academia and society. This book shares the experience of an international project piloting an existing tool (AIMday) to foster collaboration between researchers and companies in Latin America.

Between 2017 and 2020, the Erasmus+ project LISTO – Latin American and European Cooperation for Innovation and Entrepreneurship – brought together 10 universities from Uruguay, Argentina, Brazil, Spain, the Netherlands and Sweden to facilitate and exchange good practices to strengthen collaboration between universities and social and economic environments. The LISTO consortium focused on strategies for strengthening the entrepreneurial dimension, by developing an International Virtual Classroom for Entrepreneurship and by testing a tool for university–industry relations: AIMday

AIMday is a methodology developed by Uppsala University Innovation (UUI) to connect researchers with companies. It is based on a matchmaking concept which brings together experts around a shared set of questions or challenges. While matchmaking is only the first step in a longer process of accelerating innovation, it is an important one as it allows universities to initiate collaboration strategically on a defined topic. It has been an important tool for Uppsala University to strengthen its role in the local innovation ecosystem and to address complex problems in a whole range of areas, from material sciences to sustainable cities. AIMday has also been adopted by other universities in Europe and North America.

Precisely because the AIMday methodology is quite simple and versatile, it serves as a vehicle to test, analyze and improve aspects of university–industry collaboration in an applied way. This was the rational of the LISTO project: using AIMday as one practical tool to develop capacity in developing collaborations. We pursued a three-step approach. First, we organized a workshop (April 2018 in Montevideo, Uruguay) during which the Uppsala University Innovation team trained the seven Latin American partner universities in the AIMday method. In the second step, partners picked a topic relevant for their local context but also connected to the global Sustainable Development Goals (SDGs) and organized a pilot AIMday. The seven pilot AIMday events were:

- **SEPTEMBER 12, 2018** AIMday Agribusiness in the Dairy Chain in Porto Alegre, Brazil, hosted by the Universidade Federal do Rio Grande do Sul (UFRGS)
- **OCTOBER 3, 2018** AIMday Materials in Córdoba, Argentina, hosted by the Universidad Nacional de Córdoba (UNC)
- **OCTOBER 5, 2018** AIMday Dairy Innovation in Montevideo, Uruguay, hosted by Universidad ORT Uruguay (ORT)
- **NOVEMBER 8, 2018** AIMday Future of Food Production in Montevideo, Uruguay, hosted by the Universidad Católica del Uruguay (UCU)
- **NOVEMBER 13, 2018** AIMday Biomedicine in São Paulo, Brazil, hosted by the Universidade de São Paulo (USP)
- **FEBRUARY 27, 2019** AIMday Innovation and Optimization of Productive Processes in the Santa Fe Region, Argentina, hosted by the Universidad Nacional del Litoral (UNL)
- **MARCH 20, 2019** AIMday Water and its Industrial Applications in Recife, Brazil, hosted by the Universidade Federal de Pernambuco (UFPE)

We surveyed the experiences of both participants and organizers with questionnaires. In the third step, the group of AIMday organizers reunited for a workshop (April 2019 in Uppsala, Sweden) to discuss and evaluate the experience.

This publication presents an analysis of the seven LISTO AIMday events and aims to share practical insights, lessons learned as well as recommendations for any university interested in developing collaboration with the wider social and economic environment.

CHAPTER 1 provides theoretical background on university–industry collaboration and a literature review with perspectives from both Latin America and Europe.

CHAPTER 2 introduces the concept of AIMday and explains how it works.

CHAPTER 3 presents the case studies of the seven pilot AIMday events organized by the LISTO partners.

CHAPTER 4 summarizes the results of the quantitative evaluation of the AIMday events and includes the perspectives of the participants and the organizers.

CHAPTER 5 offers a qualitative analysis of AIMday in the respective local context of each organizing university and draws comparisons to other tools.

The book concludes with an outlook on the future of the Third Mission of universities and international collaboration.

For further information about the LISTO project, see: www.listoproject.eu

Philipp Baur UU

1 THEORETICAL FRAMEWORK: UNIVERSITY–INDUSTRY COLLABORATION

Collaboration between different types of organizations is an important factor for facing complex challenges and reaching innovative solutions. In particular, the relationships between academia and industry are crucial for taking advantage of the knowledge generated in the scientific system and successfully transferring it to the socio-productive sector.

Several initiatives have contributed to a better management of university–industry collaborations such as the development of conceptual models for inter-sectorial collaboration, the inclusion within the mission of universities of collaboration with other societal sectors, and the implementation of university functions with a focus on external collaborations.

However, research studies argue that collaborative endeavors are difficult to manage, require many resources and often fail. Moreover, university–industry collaboration is a relatively underdeveloped field of knowledge. Models are too general and difficult to be put into practice. There remains a lack of detailed descriptions and analysis of university–industry interactions, especially of universities' efforts to create such interactions, that is, before these interactions become established relationships.

1.1 BACKGROUND

THE CONCEPT OF COLLABORATION

Collaboration can be described in many ways, but is commonly defined as the integration of different organizations and activities to achieve something that a single organization cannot accomplish by itself. Collaboration is frequently carried out in a project form, that is, as a temporary endeavor, aiming to fulfill a goal with the help of several persons or actors who work as a team. An essential component of collaboration is the social phenomenon that presupposes interactions between people (Askfors, 2018).

THE MOTIVATION FOR COLLABORATION

The main argument for the need of engaging in collaborative activities is that no single organization has access to the totality of resources, knowledge or legitimacy that are needed for resolving complex problems (Marshall, 2004).

Open Innovation and Triple-helix are two models that have propagated this idea and that have been very popular in influencing public policies. Open innovation argues that in order to maintain a competitive position, both big and small companies have to keep themselves updated by seeking knowledge outside of their boundaries. Triple-helix builds on the idea that academia, companies and public organizations complement each other and can work together. For example, by a Triple-helix approach, academic research can be commercialized and translated to business and contribute to enhancing a nation's innovation capability (Askfors, 2018).

Schumpeter's idea that innovation is a factor that influences economic and social development has become a central part of public policies (Baumol, 2013; Tidd and Bessant, 2009). At the same time, collaboration is considered as a condition for innovation. As a consequence, collaboration exists at the center of the organization of innovation efforts as a condition for facing complex challenges, and is required to take a novel idea the whole way to utilization (Askfors, 2018).

THE CHALLENGE OF COLLABORATION

Although there are many positive outcomes associated with collaborative endeavors, research has shown that collaboration is difficult, requires many resources and often fails (Askfors, 2018; Tid and Bessant, 2009).

Models for organizing collaboration, such as Triple-helix, have been questioned for being much too general and difficult to be put in practice (Askfors, 2018). In other words, they describe the overall structures for organizing collaboration, but they do not give enough advice about how to organize those activities at the operative level. For example, we do not understand the intricacies of the dynamics of the collaboration process. These dynamics include why people participate, how they interact, and how the inter-organizational relationships develop in time (Görling, 2010).

As a paradoxical phenomenon, the management of a collaboration is difficult. Differences between people and organizations might lead to finding new problems and developing novel solutions. At the same time, the existence of different perspectives, people from different disciplines, professions or activities, and the reluctance to changes and to accept the point of view of others might be a hinder for collaboration (Askfors, 2018; Ramirez Portilla, 2016).

COLLABORATION BETWEEN UNIVERSITIES AND EXTERNAL ACTORS

Universities have also been influenced by the ideas of collaboration and, over time, they have gradually broadened their traditional mission of education and research with entrepreneurial activities. Most research on the commercial utilization of academic research focuses on the traditional linear technology transfer and relies on qualitative methods to analyze such quantifiable variables as publications, patents, licenses and spin-offs. However, current research lacks detailed descriptions and analysis of university–industry interactions, especially of universities' efforts to create such interactions before they become established relationships (Baraldi et al, 2018; Severinsson et al, 2016).

1.2 UNIVERSITY–INDUSTRY COLLABORATION AS A RESEARCH FIELD

According to Anh Tran (2013), university–industry collaboration is an underdeveloped field relative to the other established management fields. However, it has been gaining significant attention in recent years. There are several terms used in the literature to refer to the subject and, in fact, this plethora of terms reflects the developing status of the research field. For example, some of the most used terms are:

university industry relations, university industry partnerships, university industry links / linkages, university technology / knowledge commercialization, university technology / knowledge transfer, university intellectual property commercialization, university entrepreneurship, university–industry interactions, university–industry collaborations, university technology transfer, university knowledge transfer, entrepreneurial university, academic research enterprises, university technology commercialization. This is not an exhaustive list.

Anh Tran (2013) asserts that, in 2007, Frank, Shanti and Lin published an encompassing literature review of university entrepreneurship literature and found that most research in the field was published between 1981 and 2005, the majority published in the latter years. The Social Science Citation Index (SSCI) suggests that research on university entrepreneurship, which incorporates technology transfer, university licensing, science parks, incubators, spin-offs, TTOs, etc., appears to be moving at a faster rate in terms of citations garnered from mainstream journals than strategy research and other entrepreneurship research. However, the authors notice that most university entrepreneurship papers were published in specialty or niche journals, as opposed to the leading management journals. This may reflect the embryonic stage in the life cycle of the field with its 25 years of development since the early 1980s, compared to the 50-year history of strategy research or 225-year history of economic research. Their study also shows that the field appears to be moving towards more theory-driven research, a trend that is reflective of the field's increasing maturity.

1.3 ORGANIZING AND MANAGING UNIVERSITY–INDUSTRY COLLABORATION IN PRACTICE

Interactions between the social environment, university and industry is considered essential to promote the development of knowledge-based societies. Therefore, it is essential to generate conditions that foster such interactions. A fundamental pillar was the development of conceptual models that contribute to the management of those interactions. For example, the conceptual systems described by the Sábato triangle (Sábato, 1970) and the Triple-helix (Etzkowitz, 1997) focus on how the interactions between the research centers and the productive sector evolve, with an active role of the state as promoter of these interactions.

Another contribution was generated when universities took the interaction with the productive sector and incorporated it into their missions. This became known as their Third Mission. The universities transformed their classic training and research activities into developments focused on solving the problems generated in socio-productive environments, a role that began at the end of the last century (Colombo, 2018). This paradigm shift generated a strong impact in universities, where the vision mutates from being a generator and accumulator of knowledge, to a center of studies that look at the needs of society. The universities that have managed to adapt began to work on the generation of applicable knowledge, with commercial value from their research. Incorporating different organizational functions and new capabilities that unite society and its needs and demands has transformed scientific knowledge into appropriate innovations (OECD, 2003; Siegel, 2006).

In Latin America, the 1918 university reform brought a particular conception of the Third Mission of universities. Latin American universities began to develop extension activities from the second decade of the 20th century, where they carried out actions aimed at the most vulnerable social sectors (Castro Martínez y Vega Jurado, 2009).

For the regional innovation process to work, universities must coordinate with the different actors in the innovation system, including the private sector, science and technology organizations, etc., which prioritize innovative development in a country (Colombo, 2018). The interaction between technological capabilities and innovation processes vary according to market and state incentives. In this way, the conceptualization of the National Innovation System (NIS) is promoted. Freeman introduces the concept of NIS, as a paradigm for the design of scientific, technological and innovation policies (CIECTI, 2015).

Companies began to see innovation as a source of competitiveness. The interaction between the actors allowed the model to change where the research reached the socio-productive sector in a unidirectional way in a feedback system. In this line, mainly medium and large-sized companies discovered universities as a source of knowledge and potential innovation. This paved the way for the development of new ways of relating to one another, called Open Innovation, which promoted innovation-oriented business strategies through association with external research groups (from the scientific and technological system) (Chesbrough, 2003).

1.4 FACTORS AFFECTING UNIVERSITY–INDUSTRY COLLABORATION

Innovation requires knowledge generation from the technological scientific system and the subsequent transfer to the socio-productive sector. Success depends on multiple factors, among which are the structures of the companies, the quality and quantity of specialized human resources, the technological base, the ways of spreading knowledge within the firm, the micro and macroeconomic environment, the existence promotional tools, etc. (Neffa, J.C., 2000).

One challenge that is often pointed out are the different, and sometimes opposite, requirements that academia and industry have for the collaboration effort in terms of goals, priorities and conditions. Traditionally, a large gap exists between the development of basic knowledge and the development of applied knowledge, specifically designed to solve problems in society. According to Stratton (2016) researchers in academia might be solely focused on the scientific method, with no regard for a meaningful timeline, whereas their industrial partners are focused primarily on the profits and expeditiousness of the products being developed by academic Research and Development. Neither views are fundamentally wrong; they simply originate from a differing set of values.

The development of transfer sciences was necessary, aimed at solving specific problems that highlight economic and social needs (Neffa, 2001). These academic liaisons, and specialized offices, interact with the private sector and develop industrial relationships for collaborative research (Stratton, 2016).

According to Stratton (2016) academic engagement refers to the propensity of the faculty to participate with industry from a number of fronts, one of which could be commercialization. This academic engagement can be both informal and formal. Specific examples of formal activities may include research parks, technical consulting services, and on-campus corporate-sponsored laboratories. Examples of informal activities may be as simple as contact with previous colleagues, former students, and network connections with common research interests. These personal relationships are the foundation of academic engagement.

Ernesto Gutiérrez UU

Raimundo Nonato Macedo dos Santos UFPE

Sérgio Ribeiro de Aguiar UFPE

Lorena Talbot UNC

Silvia Aisa UNC

REFERENCES

Akfors, Y., 2018. *Collaboration for innovation: where academia, industry and healthcare meet.* Ph.D. thesis. KTH Royal Institute of Technology, 2018.

Anh Tran, T., 2013. *Strategic Evaluation of University Knowledge and Technology Transfer Effectiveness.* Ph.D. thesis, Portland State University.

Baraldi, Lindahl and Severinsson, 2018. *A proactive approach to the utilization of academic research: The case of Uppsala Universatity's AIMday.* Science and Public Policy.

Baumol, W. J., 2013. Joseph Schumpeter: the long run, and the short. *J Evol Econ* (2015) 25:37–43

Castro Martínez, E., Vega Jurado, J. 2009. *Revista Iberoamericana de Ciencia, Tecnologia y Sociedad* 12: 71-81.

Chesbrough, H. 2003. *Open Innovation: the new imperative for creating and profiting from technology.* Harvard Business Press.

CIECTI. Gustavo Lugones, Dario Codner, Paulina Becerra, Pablo Pellegrini, Pamela Rossio Coblier, Dominique Martin, Yamila Kababe, Florencia Pizzarulli, Héctor Bazque, Miguel Giudicatti, Patricia Gutti., 2015. *Dinámica de la transferencia tecnológica y la innovación en la relación Universidad–Empresa.*

Colombo, A., 2018. *Plan estratégico para el desarrollo del emprendedorismo científico tecnológico en la Universidad Nacional de Córdoba.*

Etzkowitz, H., Webster, A., Gebhardt, C., Terra, B. R. C., 2000. The future of the university and the University of the Future: Evolution of ivory tower to entrepreneurial paradigm. *Research Policy* 29: 313-330.

Görling, S., 2010. *Samarbete utan gemensamma mål. Att styra och stimulera innovation.* Doktorsavhandling. KTH Royal Institute of Technology, Sweden.

Marshall, C., 2004. *Dating for innovation. Recognizing and creating opportunities in fluid environments through collaborative interorganizational relationships.* Ph.D. thesis. Stockholm School of Economics, Sweden.

Neffa, Julio Cesar., 2000. *Las innovaciones científicas y tecnológicas: Una introducción a su economía política.* Buenos Aires: Ed. Lumen.

OECD – Organización para la Cooperación y el Desarrollo Económicos, 2003. *Turning Science into Business: Patenting and Licensing at Public Research Organisations.* OECD Publishing, Paris.

Ramirez Portilla, A., 2016. *The unexpected implications of opening up innovation. A multi-perspective study of the role of Open Innovation practices in mature industries.* Ph.D. thesis. KTH Royal Institute of Technology, Sweden.

Sábato, J, and Botana, N., 1970. La ciencia y la tecnología en el desarrollo de América Latina, en Herrera Amilcar y otros: América Latina: Ciencia y Tecnología en el desarrollo de la sociedad, *Colección Tiempo latinoamericano,* Editorial Universitaria SA, Santiago de Chile, p. 59-76.

Severinsson, Forsberg, Baralid and Sinergi., 2016. Creating university–industry interactions: how can university management connect various types of interactions? *Italian Journal of Management.*

Siegel, D. S., 2006. *Technology entrepreneurship: institutions and agents involved in university technology transfer.* Vol. 1. Edward Elgar: London.

Stratton James A., 2016. *An analysis of the current strength of the academic relationship with the aerospace industry.* Ph.D. thesis. Purdue University.

Tidd, J. and Bessant, J., 2009. *Managing Innovation-Integrating technological market and organizational change.* John Wiley & Sons Ltd., England.

2 ACCELERATING INNOVATION: THE CONCEPT OF AIMday

Academic Industry Meeting Day (AIMday) is intentionally designed to connect a university's academic experts with representatives from external organizations. It is a method for getting world-class university expertise (and researchers) out of the labs and into the realms of industry. While there are numerous attempts to achieve knowledge transfer, AIMday stands out as an example of how universities can take on real world challenges, increase understanding and perspectives associated with these challenges, and deliver fresh solutions. It is a short, sharp and simple tool for creating contacts and collaborations with the business and public sector communities at large.

What makes AIMday unique is the format and the structure of the meeting. The motto is:

One question. One hour. Endless possibilities.

Specific questions submitted by companies or organizations form the meeting day agenda. The AIMday organizer matches these questions with the university experts. The outcome is a day crammed with a series of 'one question, one hour' workshops, where teams of approximately five to twelve individuals sit around a table to candidly discuss each topic. It is an exchange of knowledge and ideas focused on finding novel approaches – a starting point for qualified collaboration rather than a miracle cure. The new combination of people and competence that are brought together help identify potential solutions and various ways to further elaborate on the issue, and open new possibilities for rewarding collaborations. The availability of funding for pre-studies has also proven to be a success factor.

Life science and materials technology are fields where AIMday has met with immediate success. Yet the concept need not be restricted to science and technology, or to commercial companies. It is equally effective for business, government or non-profit organizations. Over the last decade, the AIMday concept has been extended to other disciplinary areas including life science and the humanities and social sciences. Here the concept has proven itself just as well as in materials science. AIMday is truly multi-disciplinary. Universities have the opportunity to approach an industry or sector whose need to deal with specific challenges mirror academic strengths. Academics select the themes and ensure they underlie all AIMday meetings. It is imperative that organizations formulate the questions to ensure the topics have real-world relevance.

2.1 HOW IT WORKS

STEP 1 Submission of questions from organizations. Organizations are invited to submit their issues formulated as one or more questions. The organizations are also recommended to add background information related to the question.

STEP 2 Researchers signing up for questions. The questions from organizations are gathered and presented to researchers from different disciplines. The researchers then select questions in which they have a special interest.

STEP 3 Matchmaking and formation of groups. The organizer creates a schedule based on the interest and availability of researchers. The schedule optimizes participation and efficiency during the day for all attendees, and ensures a multidisciplinary team for each discussion group. If not enough researchers have registered for a specific question, the organizer actively tries to identify appropriate researchers to tailor the discussion group; if fruitless, the organization will be informed that the university does not have the specific competencies needed.

STEP 4 The Meeting Day. Every question is discussed for exactly one hour, within a group of approximately 7-12 people. Time is allocated in the program for participants to mingle, or to follow up on the discussion in the groups.

STEP 5 Follow-Up. The follow-up after an AIMday event is important and can be done in different ways., One way is to follow-up on the meetings and if necessary offer assistance to get projects or other forms of collaboration going.

2.2 HOW TO ORGANIZE AN AIMday

Uppsala University (UU) provides training and support for AIMday. To enable other universities to organize and run an event as smoothly as possible, UU has put together a manual that each collaboration partner will receive after signing a collaboration agreement. Based on many years of practical experience, it covers the concept, its objectives and components as well as the tools and support that enable its successful implementation.

When organizing an AIMday for the first time, the entire six-step 'planning to follow-up' process spans about six to eight months. Getting the scope right is one key issue and here UU can offer advice and guidance on good benchmark numbers for questions/workshops as well as numbers of academic researchers and representatives from organisations. Furthermore, since about half of the workshops result in requests for feasibility funding, the possibility to offer pre-study funds, even in a limited form, will be seen as very positive.

The entire process spans about 8 months.

Those who will organize an AIMday will be the Collaboration Partner (CP). CPs will need to allocate energetic people with a broad range of managerial and social skills, as well as the necessary time, to complete the 5 steps. Uppsala University will provide the CPs with the digital tool to manage the AIMday, and provide practical training. This can take place via video conference and/or face-to-face interaction either on-site or in Uppsala.

Participation in AIMday is free of charge for everyone, both for academic researchers and representatives from organisations.

For further information, see www.aimday.se

Anette Persson Stache UU

3 CASE STUDIES: APPLYING AIMday IN LATIN AMERICA

This chapter describes the experience of seven Latin American universities in conducting an AIMday. These events took place in universities across three countries: Brazil (UFPE, USP and UFRGS), Argentina (UNC and UNL), and Uruguay (ORT and UCU). It is worth mentioning that the Argentine and Brazilian ones are large public universities, while the two Uruguayan universities are smaller private institutions. Although they are located on the same continent, the culture concerning university-business interactions prevailing within each country is considerably different. Analyzing the events across each university offers a broad spectrum for investigating AIMday's potential as a university-enterprise approach method. (See Annex 1 for a list of each university's organising team and Annex 2 for a list of all companies attending the AIMday events.)

OPENING OF THE AIMday AT UFPE

3.1 AIMday AT UNIVERSIDADE FEDERAL DE PERNAMBUCO

The AIMday at UFPE was conducted by POSITIVA UFPE – Innovation Affairs Office, through CAPPE (Coordination of Articulation and Promotion of Strategic Partnerships) on March 20th, 2019 and had the theme *Water and its industrial applications.* Participants included academics/researchers, external representatives as observers, representatives of the participating companies and UFPE staff, including trainees as monitors and support providers.

For the definition of the AIMday theme, we chose a subject related to sustainability, empowering University experts with the potential to contribute to solutions for real and recurring problems in the region. After defining the initial theme "water", we conducted the survey of UFPE researchers, considering our groups and lines of research, published articles and patents in the theme. With the objective to attract more companies, we directed the AIMday to the dimension of industrial water applications, transforming the theme into *Water and its industrial applications.*

15 questions were submitted and organized in 7 thematic sessions. To ensure greater adherence of the researchers already identified in the initial survey and to identify companies with interest for potential future cooperation,

we developed and applied a questionnaire presenting the idea of the event. In this questionnaire, we asked researchers and companies about the interest in participating, as well as collecting suggestions and information on organizations to be contacted and invited.

In this process, we had the support and participation of a professor and researcher at UFPE with expertise in the subject of water, recognized at national and international levels and with good relationships internally and externally at UFPE. Her task involved participation with the organization team in confirming the survey of UFPE researchers and validating the questions applied.

In selecting the UFPE AIMday date, we considered the electoral period in Brazil (October and November 2018), the characteristics of the end and the beginning of the year with Carnival in the beginning of March, and that March 22nd is World Water Day. We decided to conduct the AIMday during the week of World Water Day and chose March 20th, 2019. Before the event at UFPE, we enabled the participation of one of our team members as an observer in the AIMday held in September, 2018 in Porto Alegre (UFRGS). The organization team considered this a good opportunity to have a practical experience before conducting the first UFPE AIMday.

From the beginning, communication with companies and related institutions occurred through the UFPE website, email invitations (aimday@ufpe.br) and WhatsApp sent by our team. Then, we systematically interacted with representatives of the companies by telephone, e-mail and WhatsApp. In addition, we promoted some visits to increase the adhesion of the companies with the theme and to help better delineate the questions to be presented. Direct contact promoted strong collaborations between companies and researchers from the start, showing the construction of a strategic institutional vision and the effort directed to stimulate the cooperation between UFPE and companies.

When we received the questions from the companies through the AIMday platform, we invited researchers to subscribe to questions or issues according to their interests and knowledge/expertise. As well as we conducted with companies, we visited researchers and laboratories for closer contact and to address any doubts about the dynamics of the AIMday with university representatives. Next, we put our team together to work out the schedule for the day. We identified the necessity to merge some questions within the same theme. For this to be possible, we contacted companies and researchers to ensure agreement and that there would be no conflict of interest.

With that done, we confirmed the number of sessions and the schedule. During the operational and planning tasks, we used different colours for the badges to better identify the different groups of participants: “organization”, “company”, “observer” and “researcher”. This also served to identify the AIMday organization team, facilitating requests for possible support needed.

A couple of days before the event, we contacted and confirmed all participants. During these contacts, we were informed that two of the companies would not be able to come to the AIMday and that they would prefer to come at another time instead. This showed to organization team the importance of continuous contact with registered companies. As a consequence, we adjusted the AIMday program, reducing from nine scheduled sessions to seven.

Another successful preparatory activity conducted involved meeting with the moderators of the sessions to establish a common working procedure prior to AIMday. We prepared a folder comprising relevant information for the moderator of each session, based on the manual and referenced documents of AIMday, including attendance lists, room identifications and corresponding sessions on the event day.

We invited as observers representatives from FADE (Foundation for Development Support of UFPE), FACEPE (Foundation for Support to Science and Technology of the State of Pernambuco), SUDENE (Northeast Development Authority) and Secretariat of Economic Development of the State of Pernambuco. This strengthened the networking promoted by the event, highlighted potential social impact and established contacts to seek funding support in the future.

AIMday had a brief opening moment led by members of the AIMday organizing team to explain the methodology that would guide the actions of the day, essential for punctuality and tranquillity during the event. This also publicized POSITIVA’s role through CAPPE as a gateway and institutional representative dedicated to articulating and assisting cooperation between UFPE and companies. Following this, the parallel sessions were carried out in three blocks with short coffee breaks and lunch that provided the opportunity to continue conversations and strengthen networking. These breaks enabled the AIMday team to observe and capture the participants’ first impressions.

We noticed and received the feedback that the day was very pleasant and productive for the participants who reported great satisfaction with the opportunity of networking. Emphasis was placed on overcoming expectations compared to previous experiences of academic events, highlighting the importance of focusing on the demand of the company, generating objectivity to the discussion and identifying the potential for future cooperation.

As a general evaluation, the meeting opportunity was unanimously satisfactory. All participants believed that it is necessary to invest in the continuity of this practice, emphasizing the relevance of the performance of the POSITIVA UFPE as an institutional representative in promoting actions that deviate from current academic standards. The results reinforce the necessary commitment of UFPE in maintaining and expanding these collaborative opportunities as a way to transform University culture relevantly in societal contexts. It is worth mentioning the wide commitment of the AIMday organization team, from the coordination of the event to the undergraduate students who participated in the monitoring and support activities. This experience was an important learning process for POSITIVA. Based on the challenges faced, it now has a more precise knowledge of how to intentionally facilitate an event between companies and academia. For students, it provided an essential experience to build skills associating knowledge acquisition with practical applications.

Our experience applying the AIMday concept, brand and experience of Uppsala University

was very useful. The UFPE team held periodic meetings with Uppsala staff for the strategic planning of the AIMday event, adjusting their actions to the challenges presented by the specific characteristics of the Pernambuco Innovation System and the university environment itself. In accordance with the principles of AIMday, we used the platform provided by Uppsala University and followed the methodology guidelines regarding the agenda proposal that defines the organization stages and instructions on the use of the trademark concerning respect for intellectual property. The Uppsala University team was committed and available, providing the support that was necessary during the planning of the event.

As suggestions for future events, we present the following:

1. The AIMday site could also be available in Portuguese and Spanish, considering the expansion of the institutions that could participate and use the methodology. This would also reduce misunderstandings in the communication process on the site itself, especially with external participants.
2. Consider the strategy adopted by UFPE to identify the participants by the colour differentiation of badges as a mechanism to encourage the conversation, especially during networking breaks, among researchers, companies and observers who did not participate in the same sessions.

Sérgio Ribeiro de Aguiar and *Sunamita Iris Rodrigues Borges da Costa* UFPE

3.2 AIMday AT UNIVERSIDADE DE SÃO PAULO

The first AIMday at Universidade de São Paulo (USP) was held on November 13th, 2018 focusing on issues related to therapeutic treatments, encompassing methods and procedures and pharmaceutical drugs. It was called AIMday USP Biomedicine. Participants included researchers, company representatives, employees and collaborators. Four companies attended the event.

The process of getting in contact with the right person at the company proved to be difficult and depended on the level of interest of the first contact person in pushing the request forward. We used the mailing tool of USP to reach researchers, professors and graduate students of specific areas of interest, inviting them to check the website and register in the AIMday event.

Matchmaking proved to be complex because we had a large number of researchers but did not have full-time support from the experts we asked to collaborate with the process. Organizing face-to-face meetings was complicated due to the many parallel sessions with few representatives from companies.

All participants (researchers, industry representatives and mediators) received a briefing within the week prior to the AIMday. This briefing covered expectations, the design of the sessions, and who would attend each session (mini biography and/or research abstract). This enabled us to avoid misunderstandings and make the sessions more efficient.

At the beginning of the AIMday, the Coordinator of the USP Agency for Innovation made a brief presentation about the LISTO Project,

ORGANIZING TEAM OF THE USP AIMday

the cooperation with Uppsala University and finally the AIMday concept. The presentation provided participants with context about the AIMday, allowing everyone to have the information about the event and the institutions involved.

Each meeting lasted about one hour. We observed that the reduced time and the moderator presence resulted in a very objective dialogue. It is important to note that time was not an issue for the development of the discussion.

We shared the contacts and CVs of the participants in advance to reduce the time normally used for individual introductions at the beginning of the meetings. We shared participants' business cards in the main room of the event and sent contact information to all participants via email. The coffee break was extended to one hour (longer than other similar events) to provide opportunities for interaction and networking among all participants.

There was not an opportunity to apply for previous study financing, however we believe it is possible to arrange study financing with FAPESP (Funding Agency for the State of São Paulo) particularly if the theme is in accordance to FAPESP's strategic areas.

The overall evaluation of the AIMday was positive, with researchers and industry representatives approving the format and showing interest in future interaction opportunities. In addition to the link established between university researchers and industry representatives, researchers from different schools and interest areas got to know each other. Another side effect was that AIMday also introduced researchers to each other who had not collaborated before. This is a very interesting development considering the very compartmentalized structure of USP.

From the feedback survey applied in the day of the meeting:

- 100% of AIMday USP Biomedicine participants (researchers and industry representatives) would recommend the event to other colleagues.
- All industry representatives approved the event's format (quick sessions with many researchers).

The organization team involved ten people (in addition to the three moderators) and it became clear early on that the interaction between those with technical knowledge and those responsible for logistics must partner

very closely together. The process to contact industry representative is laborious and may take longer than expected, especially when the right contact is not identified or when the organizational structure of the company is unknown. The matchmaking process also demands a great deal of technical knowledge to have a productive session – a representative from one of the companies helped with the matchmaking process once we had the abstract and research details of the researchers.

There are some issues that were addressed after the AIMday and are important for further discussions:

- We need to better address the reality of having researchers from many different campuses in the State of São Paulo. Events organized in São Paulo city restrict access of researchers from different campuses, such as Ribeirão Preto and São Carlos.
- Considering the location challenge and the difficulty of transportation and availability in a big city such as São Paulo, would it be possible to consider virtual meetings? What are pros and cons of this format?
- We recommend to have a plan to adjust for absences that impact the event. Although we called and confirmed with all researchers, there was a 20% absence rate. Are there specific ways to mitigate this issue? Is this similar to other events? Is it a symptom of a big city scenario or something else?
- The engaged participation of "academic advisors" (specialists) are essential in the matching process. Some sessions were not as productive as expected based solely on the profile of some participants. What could be solved or mitigated with a closer participation of the expert(s)?
- It was difficult to find the right representative inside the company in some cases. Companies are not structured in the same way and the innovation approach (related to Research and Development) tends to vary according to the strategy of each company. The company's contact with USP tends to be decentralized, proving difficult to identify the best person to join AIMday.
- In Brazil, there is a trend of open innovation usually connecting medium and large companies to start-ups. Does it make sense to integrate start-ups in the AIMday model as the academic "provider" of solutions, not as the company "demander"?
- During and after the event we received some requests from other companies (different areas) about the possibility of participating in other AIMday event, which indicates that this format is interesting for local companies.

We would like to highlight the importance of the hands-on training given by Uppsala University. Although this type of training requires significant investment of time and resources, it is fundamental to get started. The interaction with other institutions that organize a similar event reinforces the desire to ensure this event is successful and represents the university in a positive light.

Despite having an established methodology for AIMday organization, Uppsala University Innovation gave us many opportunities for questioning and also adapting the event according to our local needs. On-site training was an effective starting point, but the latter support provided by e-mail or Skype meetings were essential during the development of the event, and the knowledge acquired after many events provided us with a variety of options and suggestions to use moving forward.

Since the local context may vary depending on the location (i.e. Europe, Latin America, etc.), having the opportunity to talk with other organizers (especially from UFRGS and UNC) who have been through the process was helpful, adding another layer of knowledge that was more aligned with USP's context. This network of AIMday organizers may be very rich for newcomers in future projects.

Manual and other template examples were helpful for the development of our own graphic material. Although they served as a reference, Uppsala gave us a great degree of freedom with our materials, which was appreciated since we also have to follow our university's and USP Innovation Agency's visual guidelines.

Moreover, our experience with AIMday has shown the importance of including an academic advisor, or a specialist in each event area who will work closely with the rest of the organization team. In our case, our specialist was a professor who was not able to be present in all steps of the organization process, so we had some mismatches during sessions.

Thaís Bento e Silva USP

3.3 AIMday AT UNIVERSIDADE FEDERAL DO RIO GRANDE DO SUL

The first AIMday at the Universidade Federal do Rio Grande do Sul (UFRGS) was conducted on September 12th, 2018. The theme of the AIMday was *Agribusiness in the dairy chain*. Participants were divided as follows: academics/researchers, external representatives, dairy chain entities, guests from the LISTO consortium, moderators and staff members. 7 companies submitted 18 questions that were grouped into 11 sessions.

In general, the organization of AIMday was an important learning process. From sensitizing the actors of the production chain until the day itself, our team was involved in promoting a productive and stimulating meeting. We spent time contacting many important external organisations via phone, e-mail and face-to-face meetings, connecting them with researchers. We promoted how the AIMday event works, for both academics and external organizations. Normally, this type of structured approach is not established. Usually organizations directly contact the researchers for collaboration on a specific situation.

ONE OF THE AIMday SESSIONS AT UFRGS

Companies of the dairy chain are not used to being contacted by the University. The AIMday promoted communication to create a positive environment for discussing challenges within this field.

We did not have the opportunity to previously apply for financing to support cooperation. However, some possibilities were discussed during the AIMday to verify potential investment for future projects. Supported by a governmental local agency (SEBRAE), there is a program which finances some specific activities, like consulting or technological services for small companies.

In all workshops, the positive perceptions and enthusiasm were evident. Many researchers interacted between themselves, as they have not met within the university coming from different research areas. The same was true for the external organizations. We observed the participation of private companies and some governmental entities demonstrating a good synergy and openness regarding future interactions with the researchers. A positive result was the creation of the *Regional Dairy Observatory,* where researchers were invited to participate. The main channel used to follow up AIMday discussion was by e-mail and phone.

We organized our AIMday around a specific productive chain, but as interdisciplinary as possible. One important aspect for effectively inviting external representatives of companies is previous knowledge concerning the main actors in the productive chain and the chief companies. This strategy was effective in connecting different and complementary actors from the same chain.

In parallel, we plan to promote another AIMday focusing in the technological theme, petrochemical. We understand the principal efforts are to connect researchers and the representatives of companies in which they belong. This demands more time allocated on accessing the key contacts of each company. Finding the right people is a key component of the planning phase of the AIMday event.

The operational work was relatively easy as we understood the methodology and the steps to put in practice along the process (a learning-by-doing experience). A minor point to highlight is the schedule automatically generated by the AIMday platform. After the optimization, it was necessary to change minor parts of the schedule to facilitate the participation of some researchers. In addition, details from new participants who were engaged just a few days before the event could not be included at the last minute.

Taking time to explain how AIMday works is essential for the success of the event. Some flexibility is necessary to assure maximum participation and engagement. Contact with external entities and internal researchers was primarily done by phone. Both internal and external public welcomed the AIMday proposal. Nevertheless, we observed that some companies and some researchers were not prepared to be engaged in events like the AIMday.

Uppsala University provided the support for running the AIMday. We followed the information from the manual they provided, discussing details with Uppsala's representative, testing and analyzing every step of the AIMday organization. We translated the information into Portuguese, and we inserted this translated information into the platform to facilitate communication, and an intern provided help with managing the platform. Considering future AIMday events to be carried out, it would be very convenient if the platform has language translation capabilities.

Transfer of knowledge from Uppsala University to UFRGS was clear and assertive. We learned many important details to assure a positive approach in each step of the process. The AIMday proved to be a useful methodology to promote university–industry interactions. Thus, we intend to continue using the AIMday methodology and the platform.

Ana Paula Matei UFRGS

3.4 AIMday AT UNIVERSIDAD NACIONAL DE CÓRDOBA

The AIMday event at the Universidad Nacional de Córdoba (UNC) was conducted on October 3rd, 2018. The theme of the AIMday was "materials". Participants were divided into four categories: academics/researchers, external representatives, session moderators and staff members. Seven companies participated. The companies submitted 15 questions for university experts to consider and review. Of these 15 questions, two were similar and pointed to the same research line. Raising challenges as questions was too complex for companies and in some cases, they were proposed as lines of research.

From the beginning, the topic of the AIMday was proposed and the design of the convening for companies and researchers began. In addition, the Graduate School of the Faculty of Economic Sciences was identified as a suitable place for the event as it contained individual rooms (classrooms or conference rooms), an auditorium for the opening act and a fitting place for coffee-breaks and exchange. It was also a priority that the constructive quality of the space matched the new concepts of technology and innovation of the event.

Companies were contacted directly if there was already some relationship, or via the Secretariat of Science and Technology (SECyT-UNC) who joined the team and provided further contacts. In addition, the organizers collaborated with the UVITEC foundation which provided a short list of potential companies with an interest in the topic.

The convening strategy included the design of an invitation note sent by mail to key referents of each company (personally addressed and not institutionally addressed), with follow-up via telephone to arrange face-to-face meetings. As a result, 6 of the 7 companies arranged personal meetings to visit the establishment and define the challenge. The process of loading information of the company (name, data, participants and challenge) to the AIMday tool was carried out entirely by the members of the company.

Regarding the process of inviting researchers, outreach was first made with personal contacts and through general mail to authorities and linking units of the different faculties. Invitations were also sent to the researchers that were included in the database of researchers who had participated in a similar event called UNC Conecta.

The welcome session or opening ceremony included the presence of the Dean of the Faculty of Economic Sciences and the Secretary

ONE OF THE AIMday SESSIONS AT UNC

of Science and Technology of the UNC. First, the authorities gave a warm welcome to the participants and thanked the companies, for approaching the university and the researchers, and for taking the time to form novel collaborations outside of Academia. Next, the working methodology was explained before separating into different groups.

Three sessions and 15 challenges were developed. The first session consisted of 5 parallel workshops whereas the other two sessions consisted of 4. A moderator and a secretary participated in each of the meetings.

The coffee break took place in the central hall of the Graduate School of the Faculty of Economic Science. It was a space for exchange between the researchers, the representatives of the companies and the AIMday organizing team.

Although there was no opportunity to seek funds prior to AIMday, the facilitators of each session were aware of different possibilities of obtaining funds.

The evaluation of the meeting day shows that:

- The meetings were very positive; the objective of discussing all challenges presented by the companies and proposing new interaction was fulfilled.
- The duration of the meeting was insufficient; the participation of all of the researchers was not possible or optimal in those meetings with more than 7 researchers.
- The companies had perfect attendance. However, only 80% of the researchers attended.

The following aspects were appreciated by the participants:

- The duration of one hour per challenge/workshop.
- Holding simultaneous sessions at the university.
- Coordination of meetings by experts to moderate the university–company relationship.

The AIMday Platform is friendly, intuitive and complete. It was easy to use the system, hold the meetings and schedule the events. Above all, the AIMday dynamics, based on the demand of the companies, were outstanding.

There were also some difficult aspects. Before the event, it was hard for the organizing team to focus the AIMday on one specific topic and the questions registered by companies covered a very broad field. This was challenging for the matchmaking. After the AIMday, there was no follow-up communication to assess if researchers and companies stayed in touch afterwards.

On the positive side, the organizing committee of the UNC AIMday were recognized as references in technological linkage for all the people who participated. The event allowed companies to identify areas to link enterprise and university, and the workshops led to a database of new contacts.

Feedback from the AIMday organizers:

Uppsala University trained us for running the AIMday and a manual was provided. The AIMday platform was very comfortable to work with, especially thanks to the help provided by UUI staff before each process. The format of *a challenge in one hour* was very well received and respected by all the participants the day of the event. As a suggestion, we think it is important to make a good introduction to companies about how to define each of the challenges, which are then very simple to load on the platform.

Our design team used the graphic manual provided to apply the brand and other definitions to the invitations sent to all the participants, and a vertical banner, which was located at the entrance of the central hall of the Graduate School of the Faculty of Economic Science.

Contact with external entities and internal researchers was primarily done personally or by phone. Both internal and external public welcomed the AIMday proposal.

A positive aspect is that the AIMday promotes interdisciplinary approaches to the challenges. Having different ways of approaching a problem allows solving it in a more agile and creative way.

AIMday allowed companies to assume a proactive role by having to define their challenges, which then helped drive new collaborative activities with the researchers in the following months. One company requested that an AIMday be developed for them alone, that is, to solve several of their challenges in exclusive sessions.

New challenges for the future are to continue using the AIMday platform and get grants or financial support, to prepare the researchers and companies in new skills for the meetings and to incorporate more companies and researchers into the database.

Maria Lorena Talbot UNC

3.5 AIMday AT UNIVERSIDAD NACIONAL DEL LITORAL

The AIMday at the Universidad Nacional del Litoral (UNL) was conducted on February 27th, 2019. The theme of the AIMday was *Innovation and Optimization of Productive Processes in the Santa Fe Region*. Participants included academics/researchers, external representatives, representatives from another LISTO project partner as well as five companies. After consolidating for similarity, questions were organized into 7 sessions.

The theme of the AIMday was proposed at the beginning of October 2018, focusing on the realization of a meeting between the UNL and the industries of the Santa Fe region with the main objective of solving problems of optimization and innovation of productive processes.

Once the theme and the central objectives were defined, the design of the call for companies began (mid-October to the end of

ORGANIZING TEAM OF THE UNL AIMday

November). The call and the matching process for choosing the scientists of UNL were opened from the first week of December until the week before the event. A suitable space for the event, with individual rooms and an area for coffee break and exchange, was selected.

The work of identifying and contacting the companies was carried out following two strategies. First, the Faculty of Chemical Engineering (FIQ-UNL) contacted UNL alumni through the LinkedIn network, who were working in companies in the region of Santa Fe. Secondly, the Head of the Secretariat of Relations with the Environment of FIQ-UNL was in charge of contacting companies with which there was a history of previous interactions.

The strategy included the design of an invitation note sent by email to graduates of FIQ-UNL, and then the telephone follow-up to carry out face-to-face meetings. In order to define the challenges, personal meetings were held at FIQ-UNL with representatives of 4 of the 5 companies that later participated in the AIMday event.

When the registration was closed, industry participants proposed nine questions. Next the work of identification and contact with the scientists was carried out following a clear strategy. This strategy consisted of matching the main theme of each question and the researchers who were experts in that subject. Once identified, phone calls and emails among the chosen scientists and the organizing team of AIMday began.

The majority of AIMday sessions were positive and the perceptions were clear. The objectives to discuss all challenges of the companies, as well as to propose new ways of interaction were achieved. There were many specific areas that the FIQ-UNL provided advice to the companies in order to solve the challenges. A connection was made among the researchers and the company representatives to go ahead with the concluding suggestions. Follow-up after the AIMday discussion was organised via e-mail and phone.

The AIMday methodology was of great interest for the representatives of the companies and the researchers. The standardized form of work allowed the meeting to be more fluid and dynamic, where both parties established a connection quickly.

AIMday is very useful in several ways. To begin with, the emphasized methodology allows formalizing contacts among the companies and the researchers. Additionally, the way of working allows guiding the interaction between the parties to keep the focus of the interventions on the problem set forth, promoting the emergence of alternative solutions with a high level of consensus among the parties.

The format of addressing one challenge in one hour was very well received by all participants during the event. It is important to make a good introduction to companies about how to define each challenge, which is very simple to upload on the AIMday platform. The UNL team worked in a very comfortable and friendly way with the AIMday platform thanks to the help provided by UU staff before and after each process. Mentoring during each step of the organisation helped to avoid delays.

Oscar Quiroga UNL

3.6 AIMday AT UNIVERSIDAD ORT URUGUAY

The AIMday at the ORT University (ORT) was conducted on October 5th, 2018. The theme of the AIMday was *Dairy Innovation.* Participants included academics/researchers, external representatives, moderators and organizers. The external participants were from 4 companies representing the dairy chain. Four questions were submitted by the companies.

The organization was developed as discussed in previous project meetings. A roadmap with dates was organized and relevant people in industry and academia were identified. Emails were sent for confirmation with a set date and time, and a web page was developed where researchers and company members could register for the event.

The AIMday started with a brief tour of the research facilities at ORT followed by a coffee break in which there was an informal introduction and conversation between participants. After 15 minutes, the participants took seats and the team's leader introduced himself, giving directions to be followed for an organized discussion. A formal introduction of each participant was followed by a presentation of the challenges from the Uruguayan dairy industry. Each presentation was followed by a technical discussion from the researchers, including possible funding mechanisms.

Since the participating researchers were all from the same biotechnology research group, we decided to hold a whole group meeting and not multiple parallel meetings. This allowed us to make decisions as a group and to understand better the problems raised.

We did not have the opportunity to previously apply for financing to support cooperation. However, some possibilities were discussed during the AIMday to verify potential investment for future projects with support from the National Agency for Research and Innovation.

Our design team used the graphic manual provided by Uppsala University to apply the AIMday brand and other definitions to all materials used for promoting the event. The support provided for application of the graphics worked well, and we decided to print a roll up with the AIMday, the LISTO, and ORT logos and

AIMday SESSION AT ORT

the slogan *accelerating innovation.* We chose a template from the project repository and added the appropriate logos. Uppsala University provided the support for running the AIMday. We followed the information from the manual they provided, discussing details with Uppsala's representative, testing and analyzing every step of the AIMday organization. The process support was very good. Uppsala staff was always ready to help and to give advice. We participated in the webinars and had several supportive direct calls and email exchanges, e.g. for help to set up the website which was not easy to use. Finally, we used the Spanish version of the evaluation form with the logos to ask the participants about their opinion of the AIMday.

For our AIMday we decided to simplify the methodology because we have a small number of researchers. We know each other very well and the subjects in which we are working. There was no need to do an open call for researchers. Instead, we called for a meeting to introduce the AIMday. Something similar happened with the companies; we had previous relationships which contributed to a strong sense of trust between the two entities. We invited the companies by email and they agreed to be part of ORT's AIMday in October. We believe the AIMday concept is a good methodology to connect researchers with enterprises. The process is well organized in tasks with clear objectives.

Enrique Topolansky ORT

3.7 AIMday AT UNIVERSIDAD CATÓLICA DEL URUGUAY

The AIMday at Universidad Católica del Uruguay (UCU) was held in November 2018. The theme of the AIMday was *The future of production.* Participants were divided into representatives of industries, academic/researchers, moderators and representatives of government agencies.

The working process was successful, though complicated at some point. We discovered that there were many companies that wanted to participate in the AIMday but did not want to share their challenges with the others by submitting them to a website. We explained that the purpose of the activity was to share for open dialogue but some of them were very strict about competitors learning about their challenges. Despite this, we fulfilled our goal to have five companies presenting challenges in the activity. Companies that presented challenges were different in size, revenue and years in the market, resulting in a very interesting and varied activity. We aimed to have five companies because in UCU researchers in food industry are scarce and we wanted to provide tangible results.

We did not have the opportunity to previously apply for financing to support cooperation. However, some possibilities were discussed during the AIMday to verify potential investment for future projects.

We invited an official from ANII, the National Research and Innovation Agency (http://www.anii.org.uy/) to talk about government grants designed to fund innovation projects that foster collaboration between industry

AIMday GROUP SESSION AT UCU

and academia to solve challenges within the industry. This was a great addition to the activity because it provided continuity to everyone involved, especially in projects that have yet to begin.

We believe the actual meeting day was a success because everyone showed up, participated, and the conversation kept on going beyond the originally scheduled meetings. Two companies brought their product to share with everyone and we ended the day networking around these products.

The AIMday experience was positive as a community event in relation to the other six LISTO AIMday events. The event was shared on social networks and notes to journals were made, as well as posters and banners placed in different parts of the university advertising the event.

We managed to position the brand as an integrating event for companies with academia, capable of generating instances of innovation and change. The methodology of work and the standardization of processes include the main knowledge we obtained, now having the ability to apply them in future events.

Nonetheless, our experience with the website was not ideal. We had trouble collecting information and soliciting companies to provide us with information. To get around this, we ran the processes offline and later filled the website. Next time we would use a more private way to gather the challenges so as to provide the company with a "controlled environment" to open up about their issues.

In Uruguay, it is not common for companies to reach out to academia in order to find solutions to their problems. This has several historic explanations. For several years, we had only one university, the state one that focused in fundamental research. A little more than 35 years ago, private universities were established. The main function of the private institutions was teaching, and slowly they began to develop research capacities, and UCU is no exception. In the last 15 years, UCU has educated researchers in different areas with the ability to apply knowledge and impact within our community.

Catherine Krauss UCU

4 AIMday IN NUMBERS: QUANTITATIVE ANALYSIS

All seven AIMday events hosted in the context of the LISTO project were evaluated to analyze the impact of the events from two perspectives: on the one hand the experience of the organizer teams, on the other hand the feedback collected from the participating researchers and company staff.

4.1 METHODOLOGY

Data collection and analysis were performed based on three different instruments: the AIMday website platform, the organisers' evaluation report (based on a common form), and the participants' evaluations (based on a common questionnaire). Participants' evaluations were compiled by the organizers and included in their reports. Main key figures were drawn from all three different sources. The AIMday website registration platform provided an initial picture showing specific issues companies or organizations were interested in solving or getting to know more about, as well as the number of interested researchers that signed up for participation in examining these issues. The reports from the organizers provide the actual figures regarding participants, questions addressed, and 1-hour workshops held.

Regarding the number of questions submitted, participating companies/organizations, and workshops scheduled, figures were taken both from each university's event card produced at registration stage by the AIMday website platform, and the final report. Data regarding total number of participants, company/organization representatives and researchers were taken from the actual figures reported by each organizer.

Quantitative and qualitative analyses were conducted based on surveys using evaluation forms (questionnaires) both organizers and participants were asked to complete. Questionnaires included both open and closed questions, allowing final results to include comments and suggestions, thus referencing personal experiences.

ORGANIZERS' EVALUATION FORM The same evaluation form was used by all partners and consisted of open (O) and closed (C) questions. The questionnaire was designed to evaluate: (i) General experiences and conclusions from the organization and execution of the AIMday (O); (ii) Results and evaluation (C); (iii) Application of the AIMday concept (O); (iv) Application of the AIMday brand (O); (v) Transfer of know-how from UU Innovation (O). In addition, it asked for general information such as university, theme, date, project leader, list of participants, and information on promotion/dissemination actions taken. The evaluation form was provided by Uppsala University Innovation. (see Annex 3)

PARTICIPANTS' EVALUATION FORM Participants were asked by the organizers to complete the participants' evaluation form. Questionnaires in Spanish and Portuguese language were used, accordingly (see Annex 4). The questionnaire first asked the Participant's role at the meeting, and included the following questions regarding: 1) Conference format (C); 2) New knowledge about the topics gained (C); 3) New contacts gained (C); 4) Discussions relevant to your work (C); 5) Recommend AIMday to colleagues? (C); 6) Attend future AIMday conferences? (C); 7) Number of workshops attended? (O/C); 8) How information about AIMday reached the participant (O); 9) Ways the conference format could be improved (O); 10) Other comments (O). Organizers from three partner universities included additional questions specifically related to their AIMday subject and interests (see Annex 5). English-language Participants' evaluation forms were prepared by the LISTO Project Quality Assurance Team, and translated into Spanish or Portuguese language by the organizers, as appropriate.

4.2 RESULTS

MAIN KEY FIGURES

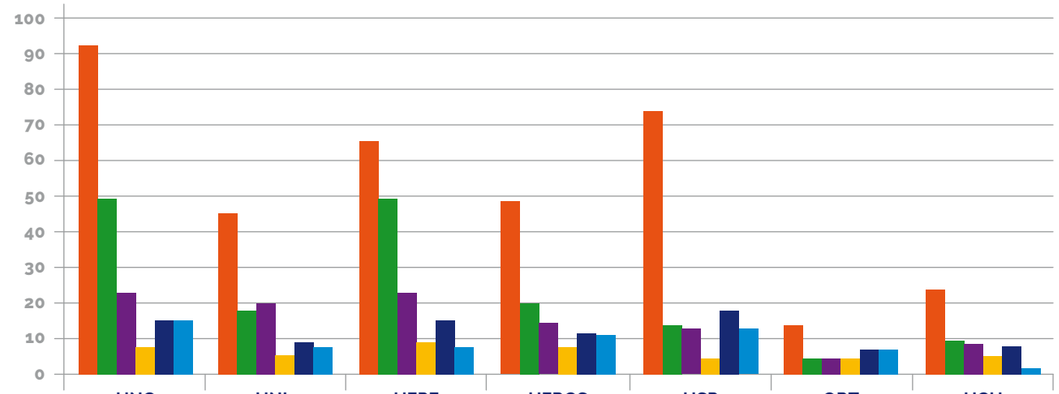
As a first approach, key figures for all Latin American AIMday pilots were computed, including: number of AIMday events; total number of participants; number of researchers; number of company/organization representatives; number of companies; number of questions addressed; and number of workshops or sessions held. Key figures combining the seven events are shown in Table 1.

TABLE 1 **MAIN KEY FIGURES FROM ALL AIMday EVENTS COMBINED**

Number of AIMday events	7
Total number of participants	361
Number of researchers	132
Number of company/organization representatives	93
Number of companies/organizations	40
Number of questions addressed	79
Number of workshops or sessions held	59

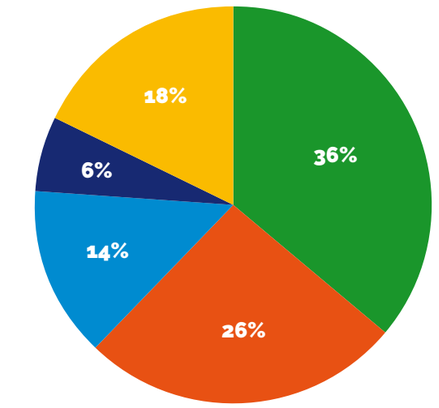
Next, key figures relating to each partner university are depicted in Figure 4.1.

FIG. 4.1. **MAIN KEY FIGURES CORRESPONDING TO AIMday EVENTS ORGANISED BY EACH LATIN AMERICAN PARTNER UNIVERSITY.**



Regarding the number of participants, Figure 4.2 shows percentage distribution of the following categories: University Researchers; Company/Organization representatives; Students (PhD and MSc); Guests (authorities, stakeholders, visitors from other universities); and Staff (presenters, moderators, organizers, etc.). Results show a total figure of main participants' involvement (academy researchers and industry representatives) of over 60%. Almost all partners reported a larger number of researchers signing in, and participating in the AIMday, than industry representatives from companies or organizations related to the topic of the AIMday. This is a first evidence of sufficient research capacity and interest in collaborating with industry. A couple of universities had a much higher number of researchers interested in the questions submitted over industry representatives' present (UNC over 23%, UFPE over 50%). However, this may be due to factors such as the event being organized at the universities (researchers at their place of work), and the particular availability of each participants' group for attending the event (personal agendas regarding other commitments). It should be noted PhD and MSc students were counted separately from researchers though their involvement on the specific questions addressed was encouraged.

FIG. 4.2 **PROFILE OF PARTICIPANTS – DISTRIBUTION OF DIFFERENT ROLES EXPRESSED AS PERCENTAGE OF TOTAL NUMBER OF PARTICIPANTS.**



A list of companies and organizations participating in the AIMday events is included in Annex 2. One company, the Promedon Company from Cordoba, Argentina, submitted questions and attended two AIMday events in two different countries: the AIMday organised by UNC in Cordoba, Argentina, and the AIMday organised by USP in São Paulo, Brazil. This is evidence that collaboration with universities is included in the regular agenda of some international companies.

Regarding the number of staff involved in each AIMday event, figures reflect mainly the different size and overall research capacity of the organizing university. Guest participants involved both external (i.e. guests from other LISTO partners) and university authorities. Some universities invited officials and representatives from local or national funding agencies in order to identify potential ways of financing projects or studies, as encouraged by the LISTO Project sustainability commitments.

EVALUATION OF PARTICIPANTS

Evaluation forms were completed by 206 participants, including researchers, industry representatives, students and others. For the purpose of the present analysis, only evaluations made by academy researchers and industry representatives are presented.

Figure 4.3 depicts the percentage of positive responses for each of the seven closed questions: Q1 Conference format, Q2 New knowledge about the topics gained, Q3 New contacts gained, Q4 Were the discussions relevant to your work?, Q5 Would you recommend AIMday to colleagues?, Q6 Would you attend future AIMday conferences?, and Q7 How many workshops did you participate in?

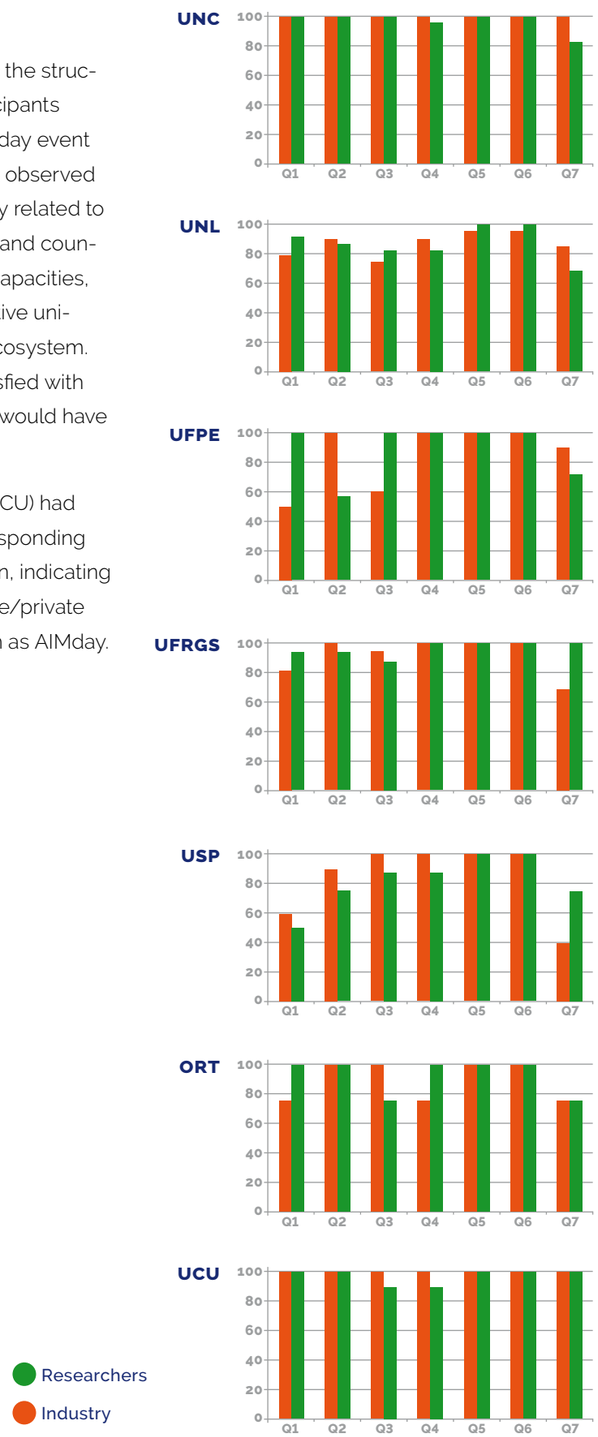
Main observations include:

- Both industry and academy representatives responded 100% positively to questions Q5 and Q6, indicating complete satisfaction with the activity. They would recommend it and participate again in future initiatives.
- Over 90% of academics and more than 95% of industry representatives indicated they had gained new knowledge, new contacts, and the discussions held were relevant to their work (Q2, Q3 and Q4). These very positive responses reflect the synergies and complementarity that both sectors, academy and industry, can achieve.

- Questions Q1 and Q7 referred to the structure of the AIMday, and all participants were very satisfied with the AIMday event format and concept. Differences observed between partners are most likely related to their respective university's size and country's population, their research capacities, and the maturity of their respective university–industry relations and ecosystem. Participants not completely satisfied with the event format indicated they would have liked more time for discussions.

- A couple of universities (UNC, UCU) had their industry representatives responding 100% positively to every question, indicating the significance these productive/private sectors give to approaches such as AIMday.

FIG. 4.3. **DISTRIBUTION OF POSITIVE (YES) OR TOP MARK (VERY GOOD OR TOP NUMBER) RESPONSES TO QUESTIONS Q1 TO Q7 FOR EACH PARTNER'S AIMday, EXPRESSED AS PERCENTAGE OF TOTAL RESPONSES.**

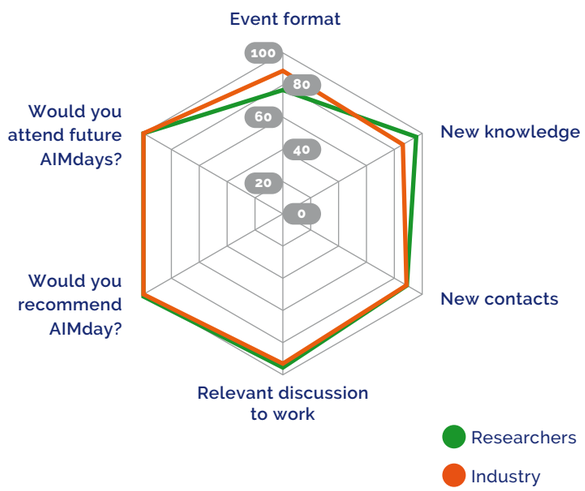


To achieve an overall vision of the Latin American pilot AIMday's landscape, the combined responses for questions Q1 to Q6 of all seven events, separated by researchers and industry representatives and expressed in percentage of positive responses, are illustrated in Figure 4.4. On average, academic researchers indicated having gained new knowledge around 10% less than industry representatives (Q2). In turn, the industry representatives showed an over 15% less satisfaction with the event format (Q1), mainly linked to the 1-hour format and the fact of not having any previous preparation about the dynamics of the event, as indicated by answers to the open question "In what way do you think the conference format could be changed to improve it?", shown below. Both groups showed a 100% satisfaction response with the activity (Q5 and Q6), and showed very similar positive responses regarding new contacts gained and discussions being relevant to their work (Q3 and Q4).

In addition, the Participants' questionnaire included two open questions: Q9, In what way do you think the conference format could be changed to improve it? and Q10, Any other comments. Pooled relevant answers to both questions are presented. Regarding Q9, answers have been organized according to whether comments and suggestions addressed either the format of dynamics of the event.

- Answers addressing the event format included: additional time for discussions; inclusion of informal meetings; round format (not classroom format); more time to study the case; involve more academic actors; provide information and the agenda beforehand; provide a group discussion guide; provide more information about the problem to be addressed in the session; previous opportunity to prepare the meeting.

FIG. 4.4. **COMBINED RESPONSES OF PARTICIPATING RESEARCHERS AND INDUSTRY REPRESENTATIVES FOR ALL AIMday EVENTS HELD**

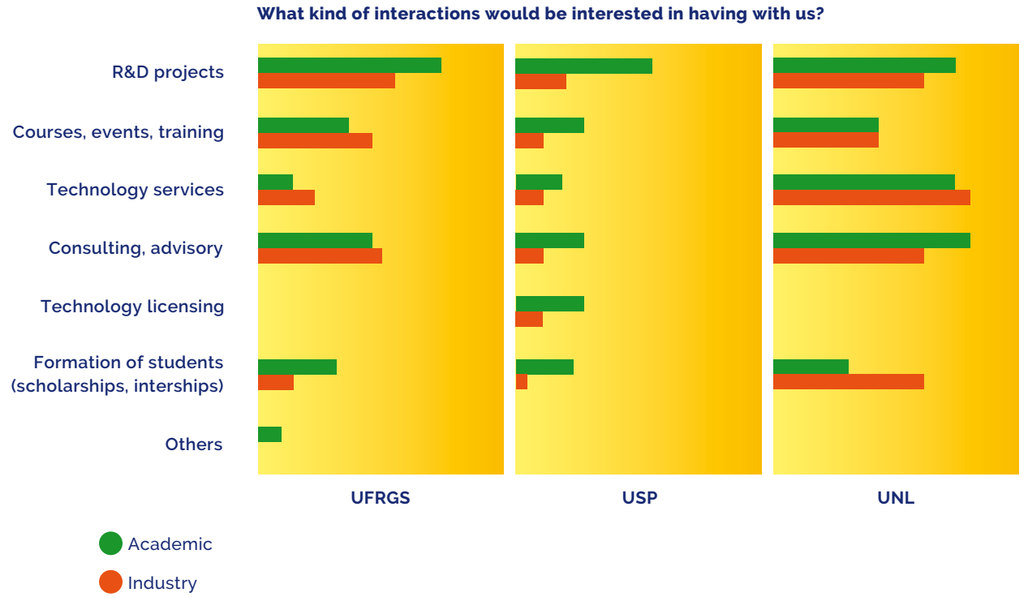


- Answers addressing the event dynamics included: speak previously about confidentiality or agreements/patents of issues discussed; keep a list of information and data that can facilitate the discussion; organize a monitoring session to analyze progress; promote more of these meetings in a compulsory way; prepare companies better; greater diffusion of the event; perform the event periodically.

Regarding Q10, Any other comments, answers included: the link between academy and industry should continue; I loved the whole event from the organization to the choices of themes and professionals; congratulations on the initiative, it can be replicated for other themes.

Three universities (UFRGS, USP and UNL) added one or two more questions when evaluating participants at their AIMday events, in order to better understand the needs and interests of the stakeholders involved. Figure 4.5 depicts participants' answers to a common question posed by these three universities.

FIG. 4.5. **ILLUSTRATION OF RESPONSES TO THE QUESTION REGARDING INTEREST ON TYPES OF INTERACTIONS POSED BY THREE AIMday ORGANISERS. PERCENTAGE OF POSITIVE RESPONSES (YES OR TOP MARK), DISCRIMINATED IN ACADEMICS' AND INDUSTRY REPRESENTATIVES' RESPONSES.**



As qualitatively observed, industry offered a higher number of positive responses than the academy in some types of interactions such as: courses, events and training, technology services, consulting and advisory, and formation of students (scholarships, internships), at least in UFRGS and UNL cases. In addition, respondents from these two universities showed no interest in Technology licensing as a form of interaction, a result in line with current views regarding academy-industry collaborations.

As a final observation, UFRGS included one additional question in their questionnaires for participants aiming at better understanding the specific topics that interested the invited Dairy industry at the AIMday. Two topics resulted with over 50% of interest from respondents: Milk Quality and Production Systems, and Future of the Milk Chain (data not shown).

EVALUATIONS OF ORGANIZERS

All seven Latin American partners produced an organizers' evaluation report, completing the information required for the five open questions and the single closed question regarding the results and evaluation of: (i) the event, (ii) data associated to the key figures presented earlier (see above), and (iii) Participants' perception.

A broad range of reflections and suggestions regarding the common open questions were received. However, in general terms, all organizing universities agreed on the following:

- All participants were very satisfied with the AIMday format. Several suggestions were made targeted at improving the AIMday website platform and back office tool. All organizers pointed out the good support received from the Uppsala University team, in terms of availability, instructions and dedication.
- The organizing universities informed on the different ways they used and promoted the AIMday brand. All used the brand in banners, badges and other material following the Graphics manual provided.
- The transfer of know-how from Uppsala University initiated with the training sessions at the Montevideo Meeting in April, 2018 was successful. Further support was given through Skype meetings and e-mail. Upon completion of the event, organizers highlighted main themes of knowledge obtained, such as the work methodology and standardization of processes, and the specific details pointed out to assure positive outcomes.
- All AIMday organizing partners reported on the promotion/dissemination methods and media used, and provided numerous photographs of the event (Data not presented here).

As later observed and discussed by all the LISTO Project partners at the Uppsala Meeting in April 2019, the Latin American universities already used some instruments to facilitate the approach between university and companies but the AIMday brought a more structured method, designed to optimize the results that can be reached from these approaching events.

4.3 CONCLUSIONS

This Chapter presented an overall analysis of university–industry collaboration, as portrayed by the results from running AIMday events at seven universities from Argentina, Brazil and Uruguay.

The purpose of the evaluation reports produced by the Latin American universities organizing and hosting the pilot AIMday events was to prompt an exchange of knowledge concerning the use of the AIMday methodology, seen as an important tool to foster university–industry collaboration.

Results reveal that all seven AIMday events were successfully hosted and rendered very positive responses by participants and organizers. Activities were communicated on partners' websites, social media and press outlets. Success may additionally be viewed in that some of the universities involved have already repeated the experience, organizing another AIMday.

Though a detailed analysis of each AIMday and in-depth comparisons between the events themselves are beyond the scope of this chapter, the data available clearly reveal some opportunities for improvement. Concerning the event format, we highlight: the inclusion of informal sessions, the provision of agenda and deeper information concerning each session beforehand, and the provision of a group discussion guide. Concerning the event dynamics, we highlight: previous discussion of confidentiality or agreements/patents issues, provision of a list of information and data that can facilitate the discussion, scheduling of a monitoring session to track collaboration progress, and offering of AIMday events on a regular basis.

Laura Diaz Arnesto ORT
and *José Luis Duarte Ribeiro* UFRGS

5 AIMday IN CONTEXT: QUALITATIVE AND COMPARATIVE ANALYSIS

This chapter presents first an analysis of the actual situation of university–industry interactions of each LISTO partners, as well as the methodologies they apply. These methodologies are then compared with AIMday to provide a more contextualized analysis of the effectivity of different tools. Finally, the chapters summarized the lessons learned by each of the Latin American partners in applying AIMday.

5.1 ANALYSIS OF ACTUAL UNIVERSITY–INDUSTRY INTERACTIONS

In order to know each partners' situation, a brief online survey was conducted to learn about work structures and some interactions carried out by each partner. The results are presented below. For a better understanding, different colors have been used to identify groups of partners: light blue for Argentina (UNL and UNC), green for Brazil (UFPE, USP and UFRGS) red for Uruguay (UCU and ORT) and orange for Europe. Apart from Uppsala University (UU), this comparison also includes data from the second and third European partner universities in the LISTO project: the University of Groningen, the Netherlands (RUG) and the University of Valladolid, Spain (UVa).

All partners attach great importance to the institution's interaction with the surrounding society. According to the information, all partners have a Technology Transfer Office (TTO), actions that link researchers with companies, actions to survey demands of the productive sector and to survey offers from the academic sector, business generation programs, support/assistance for entrepreneurs and interaction training programs.

In addition, all countries give financing for companies at the national government level (Fig. 5.1), and only two partners do not have regional funding (Fig. 5.2). This is why almost all of the partners provide advice to companies to access credits and subsidies (Fig. 5.3).

FIG. 5.1. **DOES YOUR COUNTRY HAVE NATIONAL FINANCING FOR COMPANIES?**

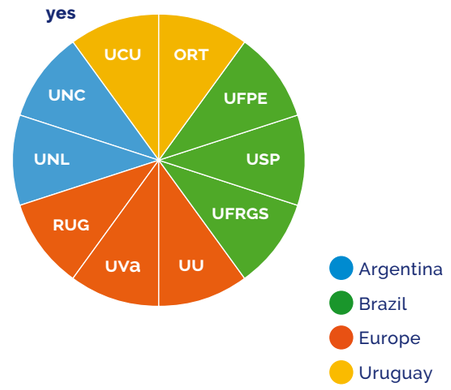


FIG. 5.2. **DOES YOUR COUNTRY HAVE REGIONAL FINANCING FOR COMPANIES?**

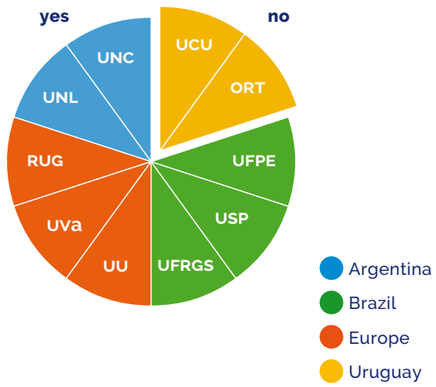
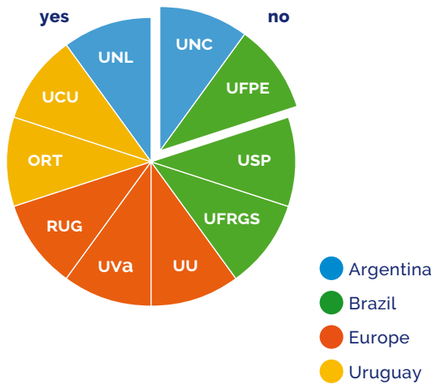


FIG. 5.3. **DOES YOUR INSTITUTION HAVE AN AREA/ PROGRAM OF ADVICE TO COMPANIES TO ACCESS CREDITS AND SUBSIDIES?**



Most partners (8 partners) have intellectual advisory property area (Fig. 5.4) and 70% have parks/ technology hubs (7 partners) (Fig. 5.5) and forum/space where the meeting between entrepreneurs and potential investors is promoted (Fig. 5.6).

It is important to highlight that the project could support Uruguayan partners to strengthen these work areas.

FIG. 5.4. **DOES YOUR INSTITUTION HAVE AN INTELLECTUAL PROPERTY ADVISORY AREA?**

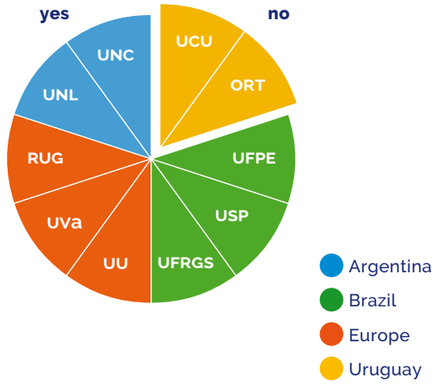


FIG. 5.5. **DOES YOUR INSTITUTION HAVE PARKS/ TECHNOLOGY HUBS?**

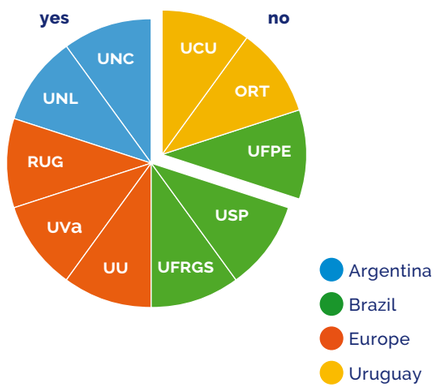


FIG. 5.6. **DOES YOUR INSTITUTION HAVE A FORUM/SPACE WHERE THE MEETING BETWEEN ENTREPRENEURS AND POTENTIAL INVESTORS IS PROMOTED?**

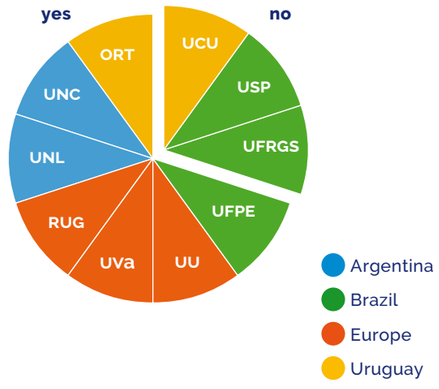
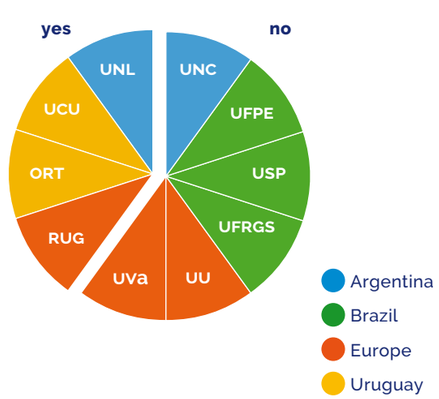


FIG. 5.7. **DOES YOUR INSTITUTION HAVE CULTURAL INCUBATORS?**



As indicated in Figure 5.7, 60% of partners do not have cultural incubators and another 60% do not have accelerators (Fig. 5.8). In addition, most partners (80%) do not have a technological marketing area (Fig. 5.9) but they are identified as areas of future development. In this sense, the partners with more experience in each subject could give support to those with less background.

FIG. 5.8. **DOES YOUR INSTITUTION HAVE ACCELERATORS?**

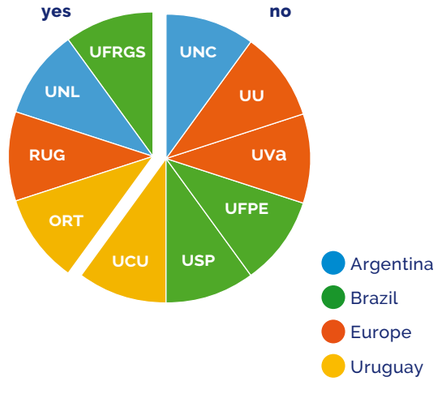
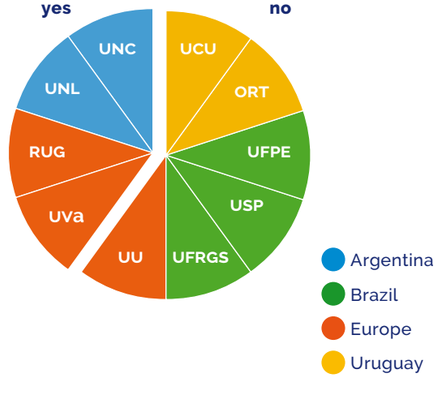
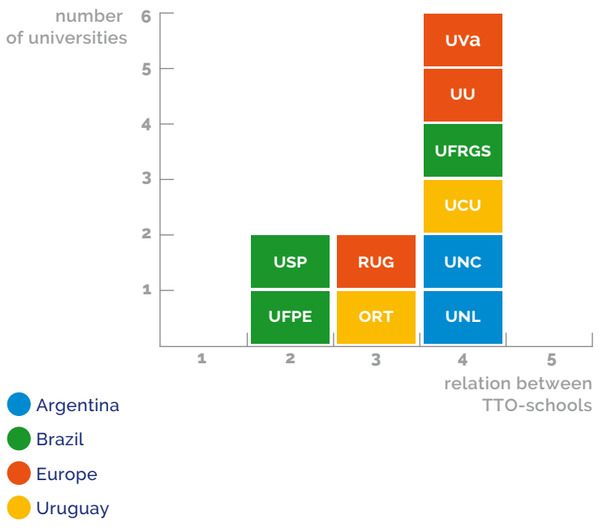


FIG. 5.9. **DOES YOUR INSTITUTION HAVE A TECHNOLOGICAL MARKETING AREA?**



Finally, most partners present medium and high levels of relationship between Technology Transfer Office and Schools. Only 2 partners from Brazil showed low levels, as can be seen in Figure 5.10.

FIG. 5.10. **COULD YOU IDENTIFY THE LEVEL OF RELATIONSHIP BETWEEN TECHNOLOGY TRANSFER OFFICE AND SCHOOLS?**



5.2 DESCRIPTION OF THE UNIVERSITY–INDUSTRY INTERACTIONS METHODOLOGIES USED BY LATIN AMERICAN PARTNERS

This section describes the methodologies currently applied by each of the Latin American partners.

FEDERAL UNIVERSITY OF PERNAMBUCO (UFPE)

POSITIVA, through its Coordination of Articulation of Strategic Partnerships CAPPE/POSITIVA–UFPE, established in the last two years the Innovation Board as the institutional door for cooperation between the experts present at UFPE and the demands of society. These connections are organized from 4 steps:

First, giving support to researchers that have already initiated contact with companies and need support to deal with the bureaucracy inherent in the process. CAPPE's performance in this context aims to bring the speed of the University closer to the speed of the company, which is essential in order to transform a cultural belief that interacting with public universities is slow, costly and lacking results. This action is thus decisive for the construction of new cooperation cycles, reinforcing the interactions.

Secondly, CAPPE operates by receiving companies that have a demand and are interested in developing projects with the University but have not identified which researcher responds to the specific demand. In this case it is the responsibility of the team to locate the expertise and make this connection, starting the cooperation. It often happens through the Work groups meeting where the companies introduce to the researchers their needs and demands and answer some questions to clarify the issues and the object of the cooperation. This is the start of the process to the elaboration of projects (work plan, team description and budget proposal) to set up the basis of interaction.

Thirdly, CAPPE's Strategic Partnership Managers make visits to companies with which the potential for partnership is identified, presenting the competencies present at the University and the institutional structure that enables cooperation projects to be carried out satisfactorily, with effective results for each of the partners and with economic, social and academic developments. This process is done by identifying, through the companies' website, the actors responsible for this type of activity in the organization chart, as well as the means for the initial contact (telephone, e-mail). At this stage, the next step follows the request for a first meeting agenda. If approved, managers can be advised by researchers who have a more detailed view of the production process of the company and the industry, which gives the meeting a technical view and exposes in a targeted way the potential of available skills.

Finally, CAPPE/POSITIVA–UFPE organizes sectorial workshops, based on key themes defined in common with researchers, company members and strategic partnership advisors, keeping in focus financing sources. In these events, it also presents the skills and structures available at the university and discusses demands and potential cooperation that can be set between UFPE and the companies. As of 2019 two other workshops were promoted by CAPPE/POSITIVA–UFPE, which brought a lot of experience for a methodology construction.

UNIVERSITY OF SÃO PAULO (USP)

USP applies three methodologies for the university–industry interactions: i) SciBiz (Science Meet Business): created by the USP School of Business to bring together researchers, entrepreneurs, companies, new companies, investors and government to share knowledge, create solutions and generate business opportunities; ii) OIWeek (Open Innovation Week): organized by 100 Open Startups, an online platform for old and new companies to liaise, sponsored by the main productive organizations; and iii) ASTRo (Path of Roche Applied Sciences) Technological acceleration initiative for research groups, promoted by Roche and FIA (Brazilian Foundation), focused on health care technologies related to new treatments, personalized medicine, new biomarkers, Big Data models for solutions and preventive care.

FEDERAL UNIVERSITY OF RIO GRANDE DO SUL (UFRGS)

UFRGS performs different activities to promote cooperation between the university and industry or other external organizations. The most important activity that has been applied are the "focus workshops". These workshops are meetings to connect researchers and members of a specific company to develop new solutions in specific areas or problems. In general, workshops are implemented with a single company, taking into account all its characteristics. Workshops are useful to identify different problems and connect researchers or research groups in a single four-hour session, without following any formal methodology.

In addition, UFRGS owns programs that stimulate entrepreneurship and innovation, focused on the scientific and technological transfer between the University and Companies. UFRGS has in its structure the Technological Development Office (Sedetec) and the Center for Technological Innovation (NIT or ETT), responsible for the university's innovation policy and to transfer promotion of technology to society. As an example, it develops actions to present university competencies attributed to the excellence of its researchers and research infrastructure (laboratories and research groups). In addition, it stimulates entrepreneurship through different instruments: Business Challenge, Entrepreneurship Marathon, Winter-School and Aproximatec.

UFRGS also owns a Scientific and Technological Park (Zenit) and an Incubator, focused on areas such as engineering, physics and chemistry, biotechnology, and information and communication technology.

NATIONAL UNIVERSITY OF CÓRDOBA (UNC)

UNC developed *UNC Connect,* an event where a series of meetings take place to facilitate the connection between researchers and companies' representatives in the region, with the aim of articulating technological scientific developments generated in research projects of the different schools and the productive sector. The meetings are structured in four subjects: Food, Health, Environment and Energy. This event is presented through brief presentations, developments and technological scientific results with the potential to be transferred to the socio-productive sector in order to solve specific technological demands. UNC researchers expose their developments in front of invited companies on specific topics. In line with the objectives of the Science and Technology Office of the UNC, this event seeks to promote the continuous link between the University, as a generator of knowledge and technology, and companies in the region. The exchange of specialized scientific knowledge and technologies, with small, medium and large companies, is expected in order to generate innovative solutions that improve the productivity and competitiveness of the region's productive system.

The event is organized by the Knowledge Valuation Program of the UNC. This program seeks to identify value and transfer the knowledge generated by the university's research groups, towards the productive sector of the region. The organization also includes Intellectual Property Office, Technological Innovation Office and Business Incubator, all units of the Technological Science Park.

NATIONAL UNIVERSITY OF LITORAL (UNL)

UNL owns a *Technology Transfer Office,* in charge of promoting and strengthening different kind of services to companies and organizations, following a strategy of knowledge generation related with the socio-productive environment of the region.

This work is promoted and managed by a special TTO office (CETRI Litoral). This office works on identifying scientific and technological strengths and capabilities among its human resources to transfer into productive and governmental systems, based on specific demands.

The university provides its capacity in human resources, knowledge and equipment to companies, investors, government organizations and different organizations for the formulation and execution of projects and joint work.

In order to initiate and improve cooperation within research groups and companies of the productive network of the region, CETRI developed a dissemination strategy through the website and brochures (85% of the current agreements and services were the result of direct contacts made by research groups with companies). Currently, the strategy is to disseminate the work of researchers to certain productive sectors, to improve the cooperation of companies.

ORT URUGUAY UNIVERSITY (ORT)

ORT developed the *Innovate from the demand* project, a methodology with the aim to contribute to economic growth through the stimulation of innovation capabilities at Uruguayan companies. This project involves 4 steps:

1. Outreach: this first step is where companies attend conferences related to innovation issues. The intention is to sensitize companies, relying on organizations such as business chambers and campaigns on social networks.

2. Training: companies take an innovation course. Courses are designed according to information collected in the sensitization sessions, with a practical focus. The objective is to provide companies with their own knowledge and skills so that they are able to innovate or identify innovative challenges.

3. Innovation Management-Support: involves the introduction of innovation management practices, which happens when a company decides to modify internal practices to stimulate innovation. The aim is to design processes, systems, calendars, and actions within companies, in order to systematize the participation of employees in innovation events. For example: remuneration systems for ideas or innovation committees with budget responsibility. To facilitate this process, innovation managers and methodologies such as Design Thinking and SIT (Systematic Innovative Thinking) are made available. This is called Innovate from the demand: projects that arise are aligned with the strategic needs of the organization. At the end of this stage there is a portfolio of projects to be prioritized by the organization.

4. Innovation projects: it consists on transforming a business idea into an innovation project, sponsoring the innovation project or the new Spin Off to a specific innovation support instrument of ANII. Formulators are available, who work together with companies, reflecting the fundamental components of the idea of innovation.

CATHOLIC UNIVERSITY OF URUGUAY (UCU)

Nowadays, UCU has more than 60 researchers in the University who are indexed in the National System for Researchers in its different categories, a number that is growing year by year.

In 2017, the Vice Rectory for Research and Innovation was created, with the purpose of improving the quantity and quality of research at UCU. It was decided that the main research scope would be applied research, because they want to positively impact the community by adding value to industry and society in general. Shortly thereafter, the Ithaka Centre for

Innovation and Entrepreneurship was created in order to develop the I&E ecosystem at UCU and link it to the R&D activities.

UCU recently put together a team whose main goal is to establish links between industry and academia. An outlined work methodology was developed and follows these steps:

- Internal knowledge: Identifying applied research capabilities with potential to solve problems and generate value to middle and large-sized companies.
- Search and classification of companies and organizations: The team conducts an exhaustive research of companies that could be interested in these topics. Companies are indexed to be contacted and visited with the main goal of showcasing the university as well as research groups working on those topics. When a match occurs, the team continues to generate a meeting with the researchers.
- Technical meeting: Finding common interests in order to generate projects that add value to the company.
- Project formulation: goal definition, team, activity plan, budget, etc.
- Fundraising: There is a permanent team at Ithaka Centre whose main task is to guide the company through the process of fundraising or applying to state grants to get funding.

These projects can be categorized as follows:

1. Training for company employees in specific topics. These are project transfer skills that company employees do not have to generate more ambitious joint ventures.
2. Consulting projects for specific issues: A team of professors that can be from one or more disciplines is appointed, to evaluate an issue identified by the company and develop a series of recommendations based on innovation, scientific and technological knowledge.
3. Student run projects with teacher mentoring: Used when the issue at hand is of low complexity and the company does not have a set schedule for identifying its solution. The focus is on the learning experience for the students and their potential future employment.
4. Applied research projects: When the objective is to develop knowledge, not a specific product, this is the ideal format. The main goal is to transform knowledge into marketable products or services.

5.3 A COMPARISON BETWEEN PARTNERS' METHODOLOGIES AND AIMday

To compare methodologies previously implemented by the Latin American partners, some general and specific indicators were applied. They were developed taking into account the stages of the AIMday methodology.

GENERAL INDICATORS

General indicators are listed in Table 1. This table is used to compare the different methodologies of Latin American universities. As it can be seen, all universities organize activities to disseminate research results, mainly through contacts with industries.

Only USP, UNC and ORT have a structured methodology of University-Company cooperation, which is applied periodically. Although UFRGS does not have a structured methodology, the university organizes an event that brings together the scientific community with entrepreneurs and investors.

TABLE 1. **GENERAL INDICATORS**

Indicators	UFRGS	USP	UFPE	UNC	UNL	ORT	UCU
Presents a structured method		■		■		■	
The method is applied periodically	■	■		■		■	
Disseminates lines and results of researchers to companies	■	■	■	■	■	■	■
Presents an event that brings together researchers and company agents	■	■	■	■			

AIMday STEPS

Specific indicators are listed in Table 2, which is used to compare the different methodologies of Latin American universities. These indicators were constructed taking into account the stages of the AIMday methodology.

It can be seen that USP, UFRGS and UNC are the ones that apply methodologies most similar to AIMday, since they include most of the stages of AIMday methodology. Although they do not own a specific event, UFPE, ORT and UNL have different mechanisms of interaction between researchers and companies, monitoring the possible agreements that can be generated from these interactions.

In addition, it can be noted that UFPE, ORT, UCU and UNL develop activities for companies to send their challenges or problems that they want to solve, after which the TTO of each university contacts the most appropriate research groups to bring a solution to these companies.

Finally, it can be concluded that the application of the AIMday methodology by Latin American partners has made a contribution to how the university and productive sector cooperates with each other. It is apparent that AIMday includes elements that are not currently applied by Latin American partners: the event has a clear and precise objective, there is a program of the event based on the challenges presented by the industries and research groups, and there is a tracing of possible agreements that result during the event.

TABLE 2. **SPECIFIC INDICATORS OF AIMday**

AIMday steps	UFRGS	USP	UFPE	UNC	UNL	ORT	UCU
Present an event with a specific objective	■	■	■	■			
Include an event planning instance	■	■		■			
Event dissemination instance		■		■			
Make contact with companies	■	■	■	■	■	■	■
Instance where companies send their challenges			■		■	■	■
Invitation to researchers based on the challenges of the companies			■		■		■
Workshop planning		■	■	■			
Event takes place on a specific day	■	■		■			
Interactions between researchers and representatives of companies that arise in the event are monitored	■	■	■	■	■	■	

AIMday IN COMPARISON TO OTHER TOOLS IN USE

UNIVERSIDADE FEDERAL DE PERNAMBUCO

Before the AIMday experience, we developed other activities to approach and promote the cooperation between the university and companies or other external organizations. The most used practice is called *Work group meetings*. These meetings are designed to connect university researchers and members of a specific company to discuss possibilities and to plan possible developments of new solutions about specific areas or problems. Usually, it occurs with only one company at a time which has specific demands. The work groups are useful to identify the problems involved and to connect researchers or research groups in a single 4-hour session. These work groups could take place either at the University or at the Company. We identify researchers that work in the specific areas to match the challenges of the company.

To plan, organize and carry on a "work group", we need to invest some time and work, but it is quite manageable. Usually we help the company to define and clarify the real problem(s) and demand(s) to be the object of the projects. In addition, it affects the correct identification of the adequate researchers and enables efficient matching which can result in projects that provide solutions to the requests of each partner. As the "work group" is focused on one single company at a time, the team completely concentrates on receiving the demand from the company, identifying the researchers, and promoting the collaborative meeting.

Conversely, the planning, organizing and carrying out of the AIMday activities require more involvement and efforts as it includes many companies, many sessions and many researchers. It is also further complicated by need of calendar alignment, reminders to companies and researchers, and involving more staff and increased time for planning and understanding the platform.

The delimitation of the subject brought by AIMday methodology (one question in one session) while facilitating the establishment of the connection point also could restrict the interest of a broader discussion.

Participation in AIMday is voluntary, accessible and is attractive because it requires one day or even a single session and stimulates relational capital. Previously, our prospecting was more closely linked to the researchers' curriculum, but AIMday brings together researchers and companies that would have never met otherwise. AIMday allows more cross-institutional marketing and outreach.

We generally consider AIMday as more attractive than the "work group meetings" because it deals with specific challenges and the discussions are more focused. We observed that the diversity of participation of AIMday involved more disciplines. In our specific case, we had researchers from biosciences, business administration, civil-, production-, electronic-, chemical- and mechanical engineering. In this specific application, the AIMday we conducted focused on water and industry applications and we had companies from the following areas: water supply company, battery producer, sanitary ware producer, polymer producer, hospital, and an energy company.

Both methodologies involve interdisciplinary groups, but AIMday comprises several companies and depending on the specific theme (more restrictive or generally broad) we could have more diverse participation. Moreover, it has a better contribution to building relationships (internal and external) and gaining insights and new ideas. AIMday has a very controlled methodology to promote focused, scheduled and objective discussions around questions. On the other hand, the work group meetings promote easier follow-up and ability to define new projects with a specific company.

Historically, Brazilian universities are not used to contacting companies and Brazilian companies are not used to contacting universities to solve their problems. Although general interactions between Brazilian universities and companies are increasing, it is not particularly easy to bridge these gaps. We are working hard to change this reality and AIMday offers good visibility. It helps to develop the culture of interaction between Academy and Industry.

Both methodologies successfully align with our organizational, cultural and economic context, but the limitation of time per session in AIMday was a new challenge. Starting from AIMday, we could increase the number of work group meetings. Then, these work groups could have better follow-up.

Concerning which methodology better fits our needs, we considered the objectives of each practice. The AIMday is a university's initiative, while the work group meeting is usually a companies' initiative who has a specific demand.

We believe that practicing a method for managing collaboration is increasingly important because broadening business connections

consists of relevant opportunities to minimize the impacts of cuts in public investment in universities, especially in the region where the practice is not commonplace.

The AIMday helped clarify the assumption of the university as a proactive actor in the innovation ecosystem. With the experience of contacting companies and researchers, we believe AIMday helped to open minds and highlight the relevance of knowledge produced by academia for solving concrete problems. It helps to raise the profile of the university in society, showing that it is alive and ready for new encounters. AIMday events, work group meetings, workshops, lab tours and other practices of collaboration are required to facilitate these collaborations.

UNIVERSIDADE DE SÃO PAULO

University of São Paulo as a whole and its schools and faculties have many initiatives to promote collaboration and interaction between the university and industry environments including events, hackathons, collaborative research centres, etc. One of these initiatives is OIWeek|SciBiz (Science meets Business event) created in collaboration between the Business School (FEA) and 100 Open Start-ups Organization to bring together researchers, entrepreneurs, companies, start-ups, investors and government representatives to share knowledge, co-create solutions, generate business opportunities and match organizations – public, private, small, medium, and large – from all areas. Another initiative is ASTRo (Applied Science Trail Roche) Program, a technology acceleration initiative for research groups, promoted by Roche and FIA (Brazilian Foundation). Focused in healthcare technologies related to new treatments, personalized medicine, new biomarkers, Big Data models or solutions and preventive care. It is important to notice that these three examples are not exactly comparable because they have very different specific goals and structures. They should be considered within a larger context of continuous interactions between university and industry, being complementary rather than competitive initiatives.

AIMday and ASTRo both have a medium level of work required for planning, organizing and carrying out their activities, while OIWeek|SciBiz is more laborious due to its size (over one thousand participants). AIMday is a more customized event, but otherwise has a format quite like other events. ASTRo also has a customized aspect (mentoring), but acceleration methodologies today are well known, enabling easier organization. OIWeek|SciBiz demands more work for being a big event with many different collaborators and participants and simultaneous sessions and activities.

For AIMday, organizing sessions is very time consuming and demands intensive personal contact before the event. ASTRo demands a team continuously monitoring the process for its duration and OIWeek|SciBiz has a higher number of simultaneous activities and demands a lot of planning, preparation and organizing.

Both researchers and companies were very interested in participating in the AIMday. The most difficult aspect for companies was identifying the right person inside its structure (should we contact the R&D area? Innovation area?), but once this person was identified there was instant interest. OIWeek was already a well-known event with many big companies as partners, which makes companies more willing to participate and researchers more interested (especially because of the big companies). ASTRo was developed and sponsored by Roche and FIA, two well-known organizations, but it was focused in a very specific profile – mature technology-driven research groups – limiting researchers' participation.

The participation of big companies and their technical experts are a major point of attraction for researchers, while USP in itself is very attractive to the companies.

OIWeek|SciBiz is the most diverse initiative, considering it has a big transversal theme, which is innovation, so there were many transversal discussions such as innovation in healthcare, innovation chain (AI, block chain), start-up governance, innovation ecosystem, etc. AIMday attracted several areas within the biomedicine theme such as medicine, pharmacy, biomedical studies, physics and chemistry and ASTRo also attracted some of the areas mentioned, but less than AIMday.

Smaller initiatives such as AIMday and ASTRO seem better equipped to build relationships, especially if they offer continuous contact between the participants. Larger events are better to promote a university's reputation and to bring in different participant profiles. The first two initiatives also seem better for getting insights, being due to its diversity (AIMday) or to its constant and customized interaction (ASTRo). ASTRo is the best initiative for starting new projects since it is sponsored by a big company that usually can offer financial or economic incentives for projects in its strategic areas.

A good balance between size and diversity seems to offer a better outcome in terms of contributions, offering more diverse views and enough interaction time for it not to be too superficial. Comparing these three initiatives (AIMday, OIWeek|SciBiz and ASTRo), AIMday seems to have the best balance if it becomes a regular initiative. OIWeek|SciBiz is excellent in bringing partners and other actors to the university space; giving them opportunity to get to know how it works and ASTRo is a more capacity building initiative.

Industry–University relationship is not new in Brazil, but it is still underdeveloped considering the huge potential that exists in Brazil. Industries (except big and/or international companies) in general do not have R&D inside their structure, which makes their interaction with the university more challenging. University structure does not prioritize problem-solving research or technological procurement. New projects heavily depend on public funding availability or industry's interest on funding them. All of these act as bottlenecks in the system and need to be addressed for industry-university relationships to be improved. It is also essential for the university and its schools to have an institutional innovation strategy to guide all initiatives and make them cohesive.

These initiatives clearly have different goals and should be seem as complementary in an institutional innovation strategy. Focused or thematic initiatives tend to have better qualitative results and build relationships between schools/faculties and companies, while bigger initiatives tend to help building the reputation of a university, so all different kinds of initiatives can be combined to strengthen the relationship and to achieve better results.

When thinking about industry-university relationship building it is important to consider timing and bureaucracy, particularly for public institutions. Market demands usually need fast responses and solutions, while university processes tend to have many stages and obligations making responses slower and more constrained by regulations. For example, if a proposal for a new project emerges from AIMday or another initiative, it is necessary for the company and the university to sign a cooperation agreement (or other forms of agreements, depending on the project and its characteristics). In a private company, this procedure is easier and fast, but in a university (especially a public one) it may take longer with several levels of approval and some constrictions due to researchers' contracts, financial and/or economic matters, etc.

UNIVERSIDADE FEDERAL DO RIO GRANDE DO SUL

Before running the pilot AIMday, we developed different activities to approach and promote the cooperation between university and industry or other external organizations. The most important activity developed so far is *Workshop de Aproximação* which translates as Approach Workshop. It connects researchers and members of a specific company to develop new solutions about specific areas or problems. The workshops usually include one company and their general questions. The workshops identify problems and connect researchers or research groups in a single four hour session. These workshops have been conducted without following any formal methodology.

Since many companies and many sessions are involved, compared to the Approach Workshop, the planning, organizing and carrying out of the AIMday activities require more involvement and efforts.

AIMday activities are more difficult because they involve:

- More communication and connection with internal and external partners.
- More time to explain the methodology for companies and researchers (especially to define a specific purpose for the sessions).
- More time to understand and use the platform.

However, AIMday is a little more attractive for companies and researchers because it comprises sessions designed to fulfil specific problems reported by and in the interest of companies. The higher attractiveness of the AIMday is likely due to:

- Targeting specific challenges and real problems, so the discussion is more focused.
- Increased opportunity for contacts among companies.
- Higher media attention.

Compared to the Approach Workshops, we observed that the AIMday was very interdisciplinary, involving areas like economics, business, veterinary, agronomics, rural development and agribusiness, nutritional and medical health, chemical, and engineering. In this specific application, the AIMday we conducted was focused on the dairy chain. This involved diverse nodes of the dairy chain, from producers, companies and intermediate stakeholders to suppliers of technical and support services.

Comparing the AIMday and the Approach Workshops, we conclude that both methodologies allow the involvement of interdisciplinary groups. However, the multiple sessions of the AIMday usually facilitates higher diversity.

The AIMday promotes more interactions with organizations and builds new relationships (internal and external). By involving many companies in a single day, the potential for building relationships and new projects increases. The AIMday helps to build relationships because it provides many breaks and encourages insights and new ideas through many sessions in a single day. The AIMday methodology is well defined, proactive, provocative and broadens access and collaboration between the university and companies. On the other hand, the scope of the Approach Workshops focuses on broad areas of interest. Although it is less focused, the Approach Workshops do promote a stronger connection with a single company.

From the Brazilian context, the AIMday is a methodology known only by a few companies. Some platforms with similar goals were created by Brazilian governmental agencies, but company participation in such platforms are weak. Brazilian universities are not used to contacting companies. Similarly, Brazilian companies are not used to being contacted by universities to solve their problems. The AIMday helps to change this scenario, promoting collaboration and outreach between universities and companies.

Both methodologies are useful and worthwhile. AIMday is a university's initiative, while the Approach Workshops are a companies' initiative. A positive aspect is that AIMday promotes more synergy among the partners during development.

There are several important factors to consider when selecting a method for managing collaboration. For example, social, political and economic context can influence University–Industry interactions. Public policies are important to promote and incentivize these interactions. At the universities, bureaucracy and elevated response time do not contribute to successful interactions. Regardless, events similar to the Approach Workshops and AIMday foster positive and productive interactions.

The event carried out at UFRGS showed that AIMday forces the university to assume a proactive role, contacting companies and researchers and preparing a suitable environment for dialogue. We believe AIMday helps change cultural aspects concerning openness, increases participants being proactive, and improves the role of universities in the innovation ecosystem.

UNIVERSIDAD NACIONAL DE CÓRDOBA

AIMday is similar to UNC Conecta, where meetings between science and companies are hosted by UNC. UNC Conecta consists of a series of meetings to link researchers and representatives of companies in the region, with the aim of articulating the scientific-technological developments generated within the framework of research projects of the different faculties and the productive sector of the region.

In line with the objectives of the Secretariat of Science and Technology, UNC Conecta aims to promote the continuous link between the university, as a generator of knowledge and technology, and companies in the region. It is expected that the exchange of specialized scientific knowledge and technologies, generated by the university, will occur not only

with large companies but also with small and medium-sized companies. This will allow generating innovative solutions that will improve the productivity and competitiveness of the productive systems of the region.

The event is organized by the *Valorización del Conocimiento* Program of UNC. It seeks to identify, valorize and transfer the knowledge generated within the framework of the university's research groups to the productive sector of the region. The Intellectual Property Office, the Office of Technological Innovation and the UNC Business Incubator (all of them are dependencies of the Scientific and Technological Park) also participate in the organization of the event. In addition, UNC Conecta is organized within the framework of the Córdoba Vincula Program presented by the Agency Innovar y Emprender of the Ministry of Science and Technology of the province of Córdoba.

The following link provides further details concerning the UNC Conecta:
https://www.unc.edu.ar/ciencia-y-tecnologia/unc-conecta-encuentros-entre-ciencia-y-empresa-en-el-parque-científico

Compared to UNC Conecta, the AIMday activities were easier because the model was already developed and had an operating and graphic manual that indicated how to start the activities up.

In UNC Conecta, the participation of the researchers consisted in presenting their work and the potential that they have for companies. The companies participated by listening to the exhibitions of the researchers and then networking in the recess and at the end of the event. The participants must be invited. UNC Conecta is a collaboration model driven by the offer of researchers to companies.

We can summarize the higher attractiveness of the AIMday (compared to the UNC Conecta) as follows:

- It is a collaboration model driven by demand and deals with specific challenges.
- Companies have some difficulty in presenting their challenges.
- The researchers subscribe to the challenges based on their general knowledge and are attracted by the possibilities of developing some specific work for the companies.
- The participation is open.
- In UNC Conecta, participation was not directly related to the disciplines they presented because the event was structured around specific topics and through the different interventions of the researchers. The research group that participated in UNC Conecta was from the same faculty, trained for the same discipline and did not have the multidisciplinary background to effectively complete the work.

On the other hand, because AIMday is structured around the challenges, researchers are interdisciplinary. Different people from different disciplines participated in the challenge, allowing the group to make progress towards the challenge.

Comparing the AIMday and UNC Conecta, we conclude that both methodologies allow the involvement of interdisciplinary groups. However, the simultaneous sessions of the AIMday usually facilitates higher diversity. UNC Conecta focuses on topics which are directly related to the economy of Córdoba. In contrast, AIMday only focused on one general topic.

UNIVERSIDAD NACIONAL DEL LITORAL

The UNL has in its structure the *Secretariat of Linkage and Technological Transfer.* One of the objectives of this structure is to promote and strengthen the provision of services of different natures to companies and organizations, whether private or public. This includes the people that require it, in the framework of a policy of generating knowledge in connection with the socio-productive environment of the region. This work is promoted and managed by the Centre for the Transfer of Research Results (CETRI Littoral), which seeks to identify strengths and scientific-technological capabilities among human resources to transfer them to the productive and governmental system of the Santa Fe region.

In this way, UNL provides its capacity in human resources, knowledge and equipment to companies, investors, governmental organizations and intermediate entities for the formulation and execution of projects and joint works. To carry out the interaction among different research groups that exist within the UNL and the companies of the region, dissemination campaigns are carried out through the website and brochures. 85% of the agreements and services executed are done so by means of direct contacts made by the research groups with the companies. At present, campaigns are carried out to disseminate the work groups directed to objective productive sectors, as this is more efficient in attracting the interest of companies.

In the case of UNL's methodology, the work is mostly done by the researcher through direct contacts with companies. The time for specifying a service is variable, depending on the need of the companies and the will of the researcher. The format is therefore very flexible.

In comparison, AIMday has an operating and style manual indicating how to initiate the event. The planning, organizing and carrying out of the AIMday activities require much more effort because many companies and sessions are involved.

The activities necessary to carry out the AIMday demand a greater attention and allocation of resources, since they involve:

- More communication and connection with internal and external partners.
- More time to explain the methodology to the companies and to the researchers.
- More space to carry out the sessions.

The interaction methodology of UNL is not standardized; therefore, researchers are limited to their own contacts, beyond the will to formalize an agreement with companies.

For AIMday, the different organizations that participated showed a great interest in the event, fully utilizing the planned times. The companies presented no difficulties in sending their challenges. The researchers, however, were skeptical of the event. Their motivation to participate was based on both the challenges presented by the companies and the possibilities of developing specific work for the companies.

The main attractiveness of the AIMday are:

- It targets specific challenges, thus the discussion is more focused.

- It offers the opportunity for new contacts among companies.

In relation to the knowledge areas, the participants of the industries came mainly from engineering (industrial, chemical, systems, process). This is due to the proposed challenges and the theme selected for the AIMday, *Innovation and optimization of productive processes in the Santa Fe region.* Researchers also came from areas of engineering, energy, process and chemistry. In relation to the industrial sectors, there were many productive areas represented, such as metal-mechanics, food, transportation-logistics and services.

Comparing the AIMday and the methodology used by UNL, it can be noted that the AIMday allowed the participation of interdisciplinary groups of researchers. The multiple sessions of AIMday were enriching as they facilitated a greater diversity of perspectives and allowed the search for solutions to the posed challenges.

Concerning the potential to create relationships and new projects, AIMday promotes more interactions with companies than the traditional methodology of UNL, as well as to establish new links with other colleagues and representatives of companies. In addition, the AIMday helps to obtain new ideas, since it is a dynamic methodology that has clear and defined objectives for each session.

In comparison with the methodology used by UNL, AIMday is a structured, implementable, well-defined, proactive methodology that allows effective interaction with companies. The traditional methodology, on the other hand, requires the researcher to work directly with a company, promoting a more solid connection with a single company.

In general, Argentine universities are not used to contacting companies, nor are Argentine companies accustomed to contacting universities to solve their problems. The AIMday promotes an efficient way to facilitate interactions between universities and the companies.

The AIMday and the traditional methodology used by UNL are useful and worthwhile. Both are initiatives that start from the university level. There are many factors that must be taken into account when implementing a method to manage collaboration, including (but not limited to):

- Understanding the social, political and economic context that influences university-industry interactions.
- Public policies that promote and encourage industry/university interactions.
- Academic bureaucracy and slow response time affecting interactions.

The realization of the AIMday showed that the UNL must take a proactive role in this collaboration. The benefits can be realized by both parties: participating companies can work on challenges they have, and experts from the UNL can offer a set of probable solutions to these problems. In addition, the AIMday helps to change cultural aspects related to openness, proactive attitude, and agility in the way of interacting with the industrial sector.

UNIVERSIDAD ORT URUGUAY

Before testing AIMday, we have been developing different activities to approach and promote the cooperation between university and industry or other external organizations. The most important activity developed so far is the Intermedia Program. This programs allow us to visit enterprises to present the University and the services we have. The meetings are useful to identify opportunities to work with enterprises and we connect them directly with researchers with relevant knowledge.

The Intermedia Program allocates 4 hours a month to contact enterprises and hold a meeting.

AIMday activities are more difficult because:

- They require more time to prepare the activity, especially to set the platform.
- The process was designed for big universities with many researchers, more than we have. For that reason it has many steps for coordinating, scheduling communication and connecting with internal and external partners.
- More time is needed to explain the methodology for companies and researchers (especially to define a specific purpose for the sessions).

The Intermedia Program is well received by enterprises and researchers. For enterprises, it is an opportunity to know what we are doing at the university, and for the researches they do not have to go to the enterprises to have projects in the labs. In contrast the AIMday requires more time for planning prior to the meeting and to allocate valuable resources in an early stage of the relationship with the enterprise. The AIMday is more focused than the Intermedia Program framework.

We believe Intermedia's approach is a better fit for ORT:

- The search for opportunities with enterprises is conducted by business oriented people, and the researcher does not use personal time to look for initiatives.
- We invite many enterprises at the same time to learn about the services we provide at ORT. After the meeting, we have some enterprises interested in working with us. At this point, we arrange a meeting to introduce the enterprise to the lab coordinator.

The AIMday has an advantage over the Intermedia Program, namely that the preparation prior to the meeting is more effective and focuses on specific challenges.

The Intermedia Program is more interdisciplinary than the AIMday, because we hold an open call to enterprises that are interested in working with the university in specific areas. In AIMday we focused only in one area (dairy). We believe the Intermedia Program allows more diversity because it is based on an open call to enterprises. AIMday requires defining a subject to the call.

The potential for building relationships (and as a result have new projects) is based more in a continuous development of the relationship than in a specific methodology. In this context Intermedia is better because it is more human oriented than AIMday. It is important to allocate more time to the interpersonal relationship between the ORT managers and the enterprises to have successful projects. In Uruguay, it is more important to connect to one another before working together. We enjoy meeting people and talking about life in general before doing business. It is part of a process to develop confidence between each other. Intermedia allows for this while AIMday did so, but to a lesser extent.

UNIVERSIDAD CATÓLICA DEL URUGUAY

We do not have a methodology like AIMday to promote contact and collaboration with companies. Nonetheless, in the last few years we have been working in this direction. The Vice Rectory teamed up with Ithaka Centre with the clear goal of establishing contacts between university and companies.

In order to accomplish this goal, we first identified internal research capacities in applied research with potential to generate impact in medium- and large-size companies. Once identified, the assigned team looked in our company roster, and then classified and contacted them to visit and present the University as well as our research groups. If there is interest, we generate a meeting with the researchers and at that point we start working on common interests in order to generate projects, always keeping in mind our goal to add value to the company.

These projects can be grouped into four categories:

a) Training for company employees in specific topics. These are projects that aim to transfer skills that company employees do not have. This may lead to more ambitious joint ventures.

b) Consulting projects for specific issues. We appoint a team of professors that can be from one or more disciplines to evaluate an issue pointed out by the company and develop a series of recommendations based on innovation, scientific and technological knowledge.

c) Student run projects with teacher mentoring. This format is used when there is low complexity and the company does not have a tight schedule for finding a solution. The focus is on the learning experience for the student, while the company benefits from a recruitment perspective.

d) Applied research projects. In this case, the objective is to develop knowledge, not a specific product. The main goal is to transform that knowledge into marketable products or services.

Usually, the company does not have the financial resources to execute the project as is. That is why we have a permanent team at Ithaka Centre whose main task is to guide the company through the process of fundraising or applying for state grants to get funding.

AIMday is more structured, and therefore simpler to organize and plan than carrying out our current methodology, which is very time consuming. Nevertheless, AIMday activities are more difficult because they involve more communication and connection with internal and external partners; AIMday takes more time to explain for companies and researchers (especially to define a specific purpose for the sessions).

Compared to our methodology, the AIMday is more attractive for companies and researchers because it comprises sessions designed to address problems reported by and in the interest of companies, and because they can feel a sense of organization. However, we had problems with companies posting the challenges in the website due to confidentiality issues.

The higher attractiveness of the AIMday is shown because it deals with specific challenges/real problems, so the discussion is more focused; it offers the opportunity for contacts among companies; it assures higher media exposition; and it provides a framework to work within.

With AIMday, a general calling is made to companies within a sector. At first glance, it seems easier to get several companies to participate, and therefore participation is more diverse. On the other hand, it is not simple to get Uruguayan companies to publish their problems. Therefore, personalized and private contact seems to be more effective.

The experiences that arise from contacting companies individually have been good in terms of establishing personal relationships that later lead to sharing problems (always confidentially). The process is slow but it is in fact possible to get new projects started.

Another important factor to consider is the size of the companies. Small or medium size companies are usually more willing to share their challenges, while larger companies are not. This may be due to cultural aspects within the companies.

5.4 SUMMARY – LESSONS LEARNED

AIMday is based on a methodology defined to encourage the interaction between the University and the Industrial sector, through different processes and providing an important learning opportunity throughout its planning, organization and implementation. Among the main learning factors, universities highlight:

PLANNING

DEFINITION OF THE THEME

All the Latin American partners agreed that the definition of the AIMday theme must be strategically articulated according to the interest in mobilizing the different research groups and laboratories within the university. Thus, to define the theme, they could propose and consider something relevant for the companies and society as well as a subject that could have wide expertise at the university.

ORGANIZATION

THE COMPANIES

For UFRGS, UNL, UNC, UFPE, the process of disseminating, communicating and mobilizing companies to participate required a strategic approach articulated with external partners. Such articulation allows expanding the network of contacts and reaching a comprehensive and effective dissemination. It also ensures greater credibility on the event, attracting companies to participate. According to USP, when contacting companies without prior relationship, the process of reaching the correct representative was laborious, sometimes demanding a lot of time and effort to reach the right person at the company, depending on the level of interest of the first contact person in pushing forward the request. In the light of this, ORT and UCU worked with the companies identified before the AIMday. A general concern is that since companies do not have the same organizational structure, it may be challenging to understand which area should be contacted: Do they have an R&D&I area? Or do they separate R&D and Innovation? Does their innovation area work with R&D related innovation? Can an innovation manager or a senior

researcher point the demands for this kind of event, or is it necessary to talk with a representative from the strategic level? All of these questions show how difficult and laborious a first contact for an AIMday can be.

THE RESEARCHERS

All of the Latin American partners agreed that in the case of the researchers, it was also important to define a communication strategy that emphasized the value of participating in the event and the interaction with the business representatives. In addition, it was important to present the methodology and its objectives so that the researchers understand the purpose of the sessions, clarifying the benefits that can arise in the discussion of the challenges presented by the companies. Bearing in mind the fact that sessions lasted only one hour, the focus was on thinking about possibilities for future solutions, encouraging new meetings with companies' representatives as pronounced by the UFRGS.

IMPLEMENTATION

All the partners agreed that the interdisciplinary vision of AIMday generates new discussions and points of view that allow the search for solutions to the different challenges. These dynamics do not only generate new researcher-company links, but also new researcher-researcher links, remarked the UNC.

All the Latin American partners agreed that it is important that the participants who attended the event know the dynamics and come prepared for the meeting. Sometimes they found a lack of some researchers in soft skills necessary to make contributions related to the challenge, mainly in the area of business, prices, costs and social skills, says UNC.

UFPE concludes that after the welcome reception and parallel sessions, the coffee-break and lunch were very important to provide an opportunity to continue the conversation and strengthen networking. During these intervals, the AIMday team must be attentive to foment the conversations and to capture the first impressions of the participants.

RESULTS AND FOLLOW UP

For UNL, the AIMday facilitated the change of certain cultural aspects related to a proactive and agile attitude in the way of interacting with the industrial sector. In addition, it facilitated the promotion of high-quality interactions with companies, not only with big ones but also with small and medium-sized companies, and established stronger links with other colleagues and with company representatives, says UNC. This allowed generating innovative solutions that will improve the productivity and competitiveness of the productive system of the region as observed by the UFRGS.

All of the Latin American partners agree that a lesson learned for future AIMday events was that a sectorial analysis must be carried out in order to define different productive sectors, in which it is planned so that they have an impact on the productive sector and society.

One key action to ensure the effectiveness of AIMday is to keep the discussion alive and focused on the results of the initial contact. The UFRGS mentioned that it is important to perform an effective follow-up so that concrete proposals for university-business collaboration are developed. This type of activity allows not only to connect potential companies with universities, but also to constitute a channel through which the university can offer its services in order to provide solutions for complex problems, as noted by the UCU.

CULTURAL ASPECTS

In Brazil, UFRGS and USP comment that the process of interaction between companies and universities is not frequent and is not consolidated as a practice for the improvement of R&D activities in most companies. Thus, a lesson learned in this process is the importance to identifying the main partners and agents that interact with the productive sector in question. The UFRGS recommends that these partners be invited to participate in the event, so that they contribute to the dissemination and awareness of the companies.

It is important to recognize that holding an event with the purpose of encouraging interactions between researchers and companies is not a new concept for technology transfer offices from universities according to the UFRGS, UNC, USP, and UFPE. However, some adjustments were necessary to adapt the methodology to local context, which impacted some operational aspects. The use of the platform was very useful, but due to cultural issues, it was necessary to rely on other methods and resources to define the sessions, schedules, and participants when considering the specific demands of each member and seeking to optimize the whole event. For example, UFRGS opened the possibility of companies, in consensus, participating in sessions proposed by others, which enriched the discussion and expanded the possibility of joint projects.

There are also some cultural characteristics that need to be considered and addressed:

- Companies are often not used to collaborating with the university, so there is usually an initial struggle to understand what are the possibilities and the paths to achieve cooperation.
- Public universities have a different timing with contract analysis and project development from private companies.
- Depending on their area, researchers are not familiar with how their research can be applied in industry.
- Open Innovation is still new in Brazil and Uruguay so confidentiality issues are common even in first-time discussions and many companies that wanted to participate in the AIMday did not want to share their challenges with others.
- A one-hour meeting between multiple researchers and company representatives seems to be too short. In addition, it is necessary to plan for more time for socializing and building rapport to build trust and an atmosphere to share ideas.

Solange Galvão Coutinho and *Sérgio Ribeiro de Aguiar* UFPE

Thaís Bento e Silva USP

José Luis Duarte Ribeiro and *Marcelo Lubaszewski* UFRGS

Silvia Aisa and *Maria Lorena Talbot* UNC

Germán Rossetti, Melisa De Greef, Leticia Arcusin UNL

Enrique Topolansky and *Laura Diaz Arnesto* ORT

Magdalena Giuria and *Catherine Krauss* UCU

CONCLUSION AND OUTLOOK

AIMday is one of many tools used by universities to engage with the wider social and economic environment. The relevance of such tools is steadily increasing. The challenges posed by the Sustainable Development Goals (SDG) can only be solved through a coordinated collaborative effort. It requires international as well as cross-sectorial cooperation between public and private organizations. To take a leadership role in this process, universities need to keep improving the ways they engage with civil society and the productive sector.

The seven pilot AIMday events organized by LISTO partners facilitated a learning-by-doing process. Testing a proven methodology in different scenarios (countries, themes, organizing teams) is a valuable peer-learning experience, for the tool itself and for a diverse consortium such as the LISTO project. Methods provide a framework but ultimately collaboration is about people. This was the premise of the LISTO project: building trust in order to collaborate and learn from each other.

Testing a reliable methodology together with other universities also allowed us to evaluate and improve local strategies and methods. This applied and activity-focused approach of the LISTO project is a great opportunity for Erasmus+ capacity building projects to deliver tangible results by taking actions together and reflecting about the experience.

ANNEXES

ANNEX 1 LATIN AMERICAN UNIVERSITIES AIMDAY ORGANISING TEAMS

UNC

Silvia Aisa Director of the Innovative Technologies Management Specialisation Program, School of Economics

Maria Lorena Talbot Director Intellectual Property Office, Science & Technology Secretariat

Santiago Palma Dept. of Pharmaceutical Sciences, School of Chemistry

Miguel Ruiz Caturelli Director of Structures Dept., School of Exact, Physical and Natural Sciences

Cecilia Gaggiotti Coordinator of Knowledge Valuation Program, Science & Technology Secretariat

Andrés Colombo Coordinator of Business Incubator, Science & Technology Secretariat

UNL

Germán Rossetti Full Professor, School of Chemical Engineering

Oscar Quiroga Professor, School of Chemical Engineering

Leticia Arcusin Adjunct Professor, School of Chemical Engineering

Lucas Bruera Secretary for External Liaisons, School of Chemical Engineering

Luis Zeballos Adjunct Professor, School of Chemical Engineering

Melisa De Greef Adjunct Professor, School of Chemical Engineering

UFPE

Sérgio Ribeiro de Aguiar Adjunct Director of the Innovation Affairs Office

Raimundo Nonato Macedo dos Santos Professor, School of Information Science

Sunamita Iris Rodrigues Borges da Costa Professor and Strategic Partnership Advisor (at that time)

Arlindo Figueirôa Escobar Teixeira de Oliveira Strategic Partnership Advisor

Marcela Lino da Silva Strategic Partnership Advisor (at that time)

Jôuldes Matos Duarte Administrative Auxiliary

Solange Galvão Coutinho Director of the Innovation Affairs Office (at that time) and Professor, Design Department

Suzana Maria Gico Lima Montenegro Professor, School of Civil Engineering

Maria Leonor Alves Maia Director of the International Affairs Office

UFRGS

Ana Paula Matei Interaction and Technology Transfer Coordinator

Jose Luis Duarte Ribeiro Secretary of Technological Development

Marcelo Lubaszewski Director of Science and Technology Park ZENIT

Sabrina da Rosa Pojo TTO Coordinator at SEDETEC

Jaime Roberto Pohlmann Technology Prospecting Advisor

Michèle Oberson de Souza Professor at the Institute of Chemistry

Rafael Roesler Pro-Rector for Research

Wendy Beatriz Witt Haddad Carraro Professor at the Faculty of Economics

Adriano Leonardo Rossi Legal Advisor

USP

Antonio Carlos Marques Innovation Agency Coordinator (at that time)

Geciane Silveira Porto Innovation Agency Adjunct Coordinator

Flavia Oliveira do Prado Innovation Agency Administrative Analyst

Liliam Sanchez Carrete Innovation Agency Advisor

Thaís Bento Innovation Agency Entrepreneurship Staff

Eduardo Brito Innovation Agency Administrative Analyst

Naira Ferreira Bonifácio Innovation Agency Entrepreneurship Staff

Luiza Mendonça Innovation Agency Entrepreneurship Intern

Vinícius Vieira Innovation Agency Entrepreneurship Intern

Rose Domingos Innovation Agency Events Staff

ORT

Enrique Topolansky Director of the Centre for Innovation & Entrepreneurship (CIE)

Rosana Fernández Coordinator of the CIE Pre-Incubator

UCU

Daniel Perciante Vice Rector of Research & Innovation

Magdalena Giuria Director of the Ithaka Centre for Entrepreneurship & Innovation

Catherine Krauss Professor at the Ithaka Centre for Entrepreneurship & Innovation

Florencia Clemente Professor at the Ithaka Centre for Entrepreneurship & Innovation

ANNEX 2 LIST OF COMPANIES/ORGANISATIONS ATTENDING THE AIMDAY EVENTS

COUNTRY	UNIVERSITY	COMPANY	WEBSITE
Argentina	UNC (7)	Agrosinsacate	https://www.sincorargentina.com.ar/
		Promedon	http://www.promedon.com/us/
		Apex	http://www.apexargentina.com/
		ECOGAS	https://www.ecogas.com.ar/
		Life SI	https://www.lifesi.com.ar/
		Mercado Libre	https://www.mercadolibre.com.ar/
		InBiomed	http://inbiomedsa.com/
	UNL (5)	Empresa de Transportes El Norte SA	https://www.elnortesa.com.ar/
		Nestlé Purina	https://www.nestle.com.ar/
		Aguas Santafesinas	https://www.aguassantafesinas.com.ar/portal/
		Johnson Acero SA	https://www.johnsonacero.com/inicio/
		Meurinox Aceros SA	n/a
Brazil	UFPE (8)	COMPESA	https://servicos.compesa.com.br/
		Roca Sanitarios do Brasil LTDA	http://www.br.roca.com/
		Mondelez Internacional	https://br.mondelezinternational.com/home
		SEBRAE	http://www.sebrae.com.br/sites/PortalSebrae
		INDORAMA Ventures Polímeros SA	http://www.indoramaventures.com/en/home
		CLINICA DO RIM	n/a
		FOTOVOLTAICA ENERGIA SOLAR SA	n/a
		Grupo MOURA	https://www.grupomoura.com/
	UFRGS (7)	Cooperativa Agropecuária Petrópolis ltda – PIÁ	http://www.pia.com.br/
		Cooperativa Languiru ltda	https://www.languiru.com.br
		Friolack	http://friolack.com.br/
		M1 Milkone	http://www.milkone.com.br/
		RELAT Laticínios Renner S/A	http://www.relat.com.br/
		SDR	https://www.sdr.rs.gov.br
		Veggio Alimentos	https://comunidade.startse.com/in/veggio-alimentos1
	USP (4)	Janssen	https://www.janssen.com/pt
		LIBBS	https://www.libbs.com.br/
		Natura	https://www.natura.com.br/
		Promedom	http://www.promedon.com/br
Uruguay	ORT (4)	COLAVECO, Laboratorio Agroindustrial	www.colaveco.com.uy/inicio/
		CRADECO, Sociedad de Fomento de Valdense	http://cradeco.com/wp/
		Sociedad de Fomento Rural de Colonia Suiza	https://www.fomentocoloniasuiza.com.uy/
		ALCICO, Alianza de Cooperativas Innovadoras de Colonia	http://www.alcico.com.uy/
	UCU (5)	Calpryca	https://www.calpryca.com/
		San Nicolás Farm	n/a
		Latte	n/a
		Ottonello	https://www.ottonello.com.uy/
		Rooties	http://www.rooties.uy/

ANNEX 3 EVALUATION FORM FOR ORGANISERS' REPORT

Co-funded by the Erasmus+ Programme of the European Union

Erasmus+ Capacity Building Project LISTO

Latin American and European Cooperation on Innovation and Entrepreneurship

FINAL REPORT – WP 2 - AIMday

The final report is the basis for the evaluation of a completed AIMday within the framework of the LISTO project with the ultimate purpose of ensuring quality and discussing AImday as a tool to foster university-industry relations.

The organizing University:

The AIMday:
Theme, date, project leader

General experiences and conclusions from the organisation and execution of the AIMday
Working processes and the meeting day itself

Results and evaluation
Results in terms of number of participants in total and divided up into external representatives and academics, the number of external organisations, the number of submitted questions, the number of workshops carried out.

Was there an opportunity to apply for previous study financing? The number of applications, the number of projects granted funding.

The results of an evaluation of the actual meeting day and your own reflections around this.
Follow-up discussions with participants by phone.

Evaluation and reflections on the work in the internal project group/organisation committee.

Application of the AIMday concept
A short description of how you have worked with AIM day, how you experienced the process support which was offered and any suggestions you may have for developing or improving this support.

Application of the AIMday brand
How was the aim day marketed and how was this received? Thoughts around working with the AIMday brand. How did the support provided for application of the graphic profile work (templates, manual, other support)?

Know-how
Transfer of know-how from UU Innovation - has this worked and has it been useful? The know-how that you have built up - what can be learnt from your work with AIMday?

Dissemination
How did you promote the AIMday? Communication internally/externally? Please list examples, website/social media links or add documents/pictures as attachment.

If you have questions contact:
Anette Persson Stache, UU Innovation, Uppsala University
+46 (0)18-471 1820
Send the report to: anette.stache@uuinnovation.uu.se

Co-funded by the Erasmus+ Programme of the European Union

Proyecto LISTO

Latin American and European Cooperation on Innovation and Entrepreneurship

EVALUACION DE AIMDay - PARTICIPANTES

Universidad	
Tema	
Fecha	
Líder del proyecto	

1. Por favor indique cuál fue su rol en el evento:

Representante de la industria ☐
Investigador académico ☐
Estudiante de doctorado ☐
Otro (favor especificar) ☐ _____

2. Formato del evento:

Malo ☐
Bueno ☐
Muy bueno ☐
No se ☐

3.Cuál fue su impresión general del evento?

- Gané algún conocimiento nuevo sobre el tema tratado:
Si ☐
No ☐
No se ☐

- Generé algún contacto nuevo:
Si ☐
No ☐
No se ☐

- Lo discutido fue relevante para mi trabajo:
Si ☐
No ☐
No se ☐

4. Recomendaría AIMDay a sus colegas?

Si ☐
No ☐
No se ☐

5. Comentarios - Si su agenda se lo permite, participaría de otro AIMDay?

Si ☐
No ☐
No se ☐

6. En cuántas sesiones de trabajo participó?

1 ☐
2 ☐
3 ☐
4 ☐

7. Cómo se enteró del evento?

_____
_____

8. En qué forma cambiaría el encuentro para mejorarlo?

_____
_____
_____
_____

9. Tiene algún otro comentario?

_____
_____
_____
_____

Muchas gracias

Avaliação do AIMday
Conectando membros da Cadeia Produtiva do Leite à UFRGS

A sua avaliação é muito importante para melhorarmos nossas atividades. Por favor, preencha as questões a seguir:

Por favor, indique sua forma de atuação no evento:
( ) Professor(a)
( ) Membro da Indústria
( ) Parceiro
( ) Aluno Pesquisador
( ) Outro (Indique qual)

Impressões gerais do evento:

Formato do encontro
( ) Ruim
( ) Bom
( ) Muito bom
( ) Não sei

"Eu ganhei novos conhecimentos no que diz respeito aos tópicos discutidos. "
( ) Sim
( ) Não
( ) Não sei

"Eu fiz novos contatos. "
( ) Sim
( ) Não
( ) Não sei

"As discussões foram relevantes para meu trabalho. "
( ) Sim
( ) Não
( ) Não sei

"Eu recomendaria o AIMday para outros colegas. "
( ) Sim
( ) Não
( ) Não sei

"Se participaria de outros AIMdays a serem organizados. "
( ) Sim
( ) Não
( ) Não sei

Em quantas sessões você participou?
( ) 1 ( ) 2
( ) 3 ( ) 4

Como você ficou sabendo do evento?
( ) E-mail
( ) WhatsApp
( ) Telefone
( ) Contato presencial
( ) Outros. Quais?

_____

Quais as seguintes opções são interessantes para uma interação com a UFRGS?
( ) Projetos de Pesquisa e Desenvolvimento
( ) Cursos, eventos, capacitações
( ) Prestação de Serviços Tecnológicos
( ) Consultoria, assessoria
( ) Licenciamento de Tecnologia
( ) Formação de alunos (bolsas, estágios)
( ) Outros. Quais?

_____
_____

Você tem mais algum comentário ou sugestão sobre como o encontro pode melhorar a interação entre os participantes? Escreva aqui.

_____
_____
_____

Gostaria de interagir com a UFRGS para aprofundar os tópicos discutidos? Em qual sessão?
1) Qualidade do Leite + Sistemas de produção
2) Mídias
3) Tecnologias para qualidade leite
4) Embalagens
5) Equipes multidisciplinares
6) Viabilidade Financeira e Comercial
7) Sanidade do Leite
8) Sistemas de integração
9) Futuro da Cadeia do Leite
10) Intolerância Lactose
11) Relações Comerciais
12) Outro. Qual?_____

Nome: _____
Organização: _____

AIMday MATERIALS OCTOBER 24 2013 — Feedback Survey

1. Please indicate if your role at the meeting was:
- ☐ Industry representative
- ☐ Senior academic researcher
- ☐ PhD student
- ☐ Other (please specify)

2. Conference format
The conference format was:
- ☐ Poor
- ☐ Good
- ☐ Very good
- ☐ Don't know

3. Overall impression of the meeting
I gained new knowledge about the topics discussed:
- ☐ Yes
- ☐ No
- ☐ Don't know

I gained new contacts:
- ☐ Yes
- ☐ No
- ☐ Don't know

The discussions felt relevant for my work:
- ☐ Yes
- ☐ No
- ☐ Don't know

4. Would you recommend AIMday to your colleagues:
- ☐ Yes
- ☐ No
- ☐ Don't know

5. Comments
If it fits my schedule, I will attend future AIMday conferences:
- ☐ Yes
- ☐ No
- ☐ Don't know

6. How many workshops did you participate in?
- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4

7. Please indicate how you first received information about AIMday

8. In what way do you think the conference format could be changed to improve it?

9. Any other comments:

Thank you for participating!

ANNEX 5 ADDITIONAL SPECIFIC QUESTIONS POSED BY THREE PARTNERS

1) UFRGS

Quais das seguintes opções são interessantes para uma interação com a UFRGS?

( ) Projetos de Pesquisa e Desenvolvimento

( ) Cursos, eventos, capacitações

( ) Prestação de Serviços Tecnológicos

( ) Consultoria, assessoria

( ) Licenciamento de Tecnologia

( ) Formação de alunos (bolsas, estágios)

( ) Outros. Quais?

2) USP

Quais das seguintes opções são interessantes para uma interação com a USP?

( ) Projetos de Pesquisa e Desenvolvimento

( ) Cursos, eventos, capacitações

( ) Prestação de Serviços Tecnológicos

( ) Consultoria, assessoria

( ) Licenciamento de Tecnologia

( ) Formação de alunos (bolsas, estágios)

( ) Outros. Quais?

3) UNL

¿Cuáles de las siguientes opciones son interesantes para una interacción con UNL?

( ) Proyectos de investigación y desarrollo

( ) Cursos, eventos, capacitaciones

( ) Prestación de Servicios Tecnológicos

( ) Consultoría, asesoramiento

( ) Licencias tecnológicas

( ) Formación de estudiantes (becas, pasantías)

( ) Otros. ¿Cuáles?

ABOUT THE LISTO PROJECT

LISTO (Latin American and European Cooperation on Innovation and Entrepreneurship) was an Erasmus+ capacity building project (Key Action 2) running from 2017 until 2020. The consortium of 3 universities from Europe, 3 from Brazil, 2 from Argentina and 2 from Uruguay brought together experts from innovation offices and entrepreneurship teachers to facilitate an exchange of knowledge and good practice. It focused on three main areas: methods to strengthen for university–industry relations; teaching entrepreneurship through virtual exchange; strategies to promote innovation and entrepreneurship in the university.

For more information, see: www.listoproject.eu

The consortium published two e-books and one toolkit available in English, Spanish and Portuguese:

1. University–Industry Cooperation in Latin America. Lessons Learned from Applying the AIMday Methodology
2. Entrepreneurial Virtual Classroom Handbook. An Interdisciplinary Approach from a European and Latin American Collaboration
3. LISTO Toolkit for Entrepreneurial Universities

The books are available on the project website as well as on the Erasmus+ Results Plattform: https://ec.europa.eu/programmes/erasmus-plus/projects_en

This book shares the lessons learned of applying the AIMday methodology at seven Latin American universities. The authors are experts in university-industry-cooperation working in their universities' innovation and technology transfer offices. During 2018/19, they hosted a pilot AIMday and evaluated the process. In this publication, the organizers share their experience and provide some in-depth quantitative, qualitative and comparative analysis of AIMday in different contexts.

Co-funded by the
Erasmus+ Programme
of the European Union