HOW DO UNIVERSITY BRANDS AND BRANDS OF UNIVERSITY-BASED INNOVATIVE COMPANIES INFLUENCE EACH OTHER?

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Abstract: Development of innovative entrepreneurship is one of the main objectives of modern universities. This is most important for territories of innovative development. The authors study branding policy of Russian small innovative university-based enterprises, namely, the mutual influence of university brands and brands of small innovative companies created by a university. The survey, carried out by the authors, shows that such influence is most obvious when companies begin their activity with joint presentations and exhibitions serving as the most efficient tool of co-marketing strategies in strengthening the cooperating partners' brands.

Keywords: small innovative enterprise (SIE), university, brand, co-marketing, co-branding, image, impact, cooperation, strategic marketing alliance.

1. INTRODUCTION

As shown in the works of authors from the standpoint of terminology territories of innovative development can be interpreted as science cities (Maltseva and Sukhanova, 2014). *Science city* or science town is a planned urban area housing universities, research laboratories, R&D institutes and in some cases also high-tech industries (Bugliarello, 1999).

Universities play a most important role in modern science cities (Charles and Wray, 2015). For such territories they could be developed as entrepreneur universities which organize business education and support innovative spin-off companies. This thesis determines the relevance of the research topic.

The model of university development, which also involves business functions, has received much publicity (Clark, 2001; Etzkowitz, 1998;

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Klofsten & Jones-Evans, 2000). Commercialization of research results and innovative products obtained with the use of the corporate spin-off tool shows its validity.

One of the brightest examples is Google, a Stanford University spin-off company. The MIT based companies generate US$ hundreds of billions in sales and create millions of jobs every year.

It was not until 2009 that Russian universities had opportunity to set up their own spin-off companies (*small innovative enterprises*, or SIEs).

The RF legislation grants Russian universities the right to set up business entities (partnerships) aimed at practical implementation of intellectual activity results. This legal right is an important tool for such entities to commercialize their activity in modern conditions.

According to the federal system of accounting and monitoring regarding innovative enterprises in the field of education and research, 2903 SIEs have been created since 2009. Graph 1 shows the dynamics of their appearance which features very high numbers in 2010-2011 followed by a gradual decrease of the newly founded companies in 2012-2015.

Figure 1. Dynamics of business enterprises creation by government-funded organizations.
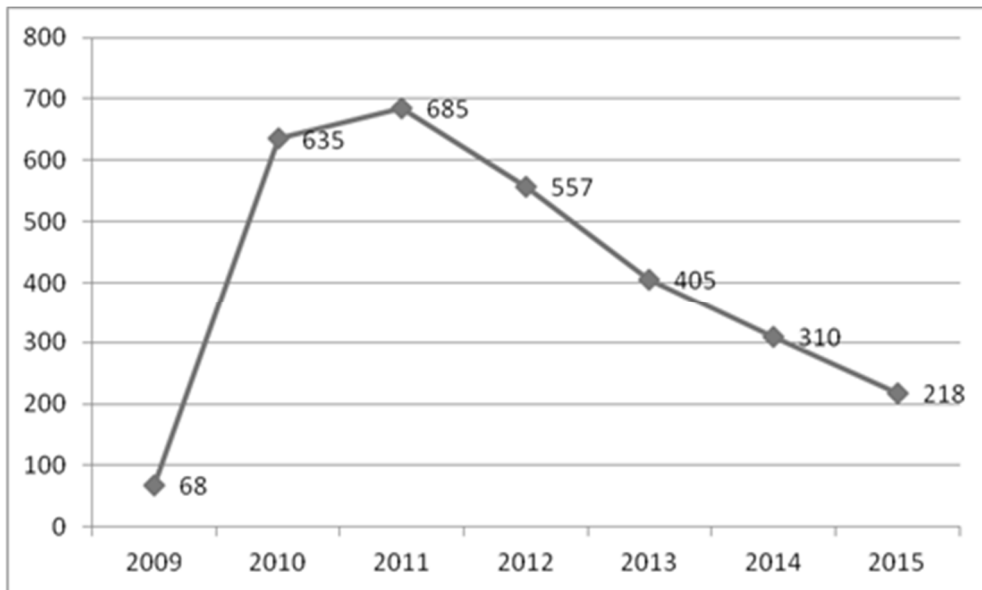
This tendency can be explained by a number of factors. First of all, the already existing enterprises, which used to be structural part of universities and produced innovative goods or services, began rapidly to gain

independence within the first years. More than that, establishment of SIEs was actively promoted and there was pressure on universities from enterprise founders.

The current decrease in the number of new companies is naturally explained by certain reservations among university authorities as well as innovators due to both successful and negative experience of some SIEs.

Open sources do not provide any statistics on the number of liquidated business enterprises or companies which have proved unprofitable through the whole period of their activity.

It is obvious that some companies were created as a pure formality for the sake of positive reports. Apart from that, the ongoing reformation of the higher education system pushes universities to keep up the required figures regarding the number of researchers and amount of research activity. However, creation of SIEs means that these figures will be reported by the respective companies rather than the universities which have set them up.

In spite of the obvious legal preferences, practice shows that conditions of running a business enterprise are not always profitable for the entrepreneurs. Thus, certain problems appear in venture financing of a project or, in some cases, the university administration may exert influence on the company management, etc.

Analysis of legislative and regulatory compliance practices regarding the SIEs laws, as well as specific case studies reveal mixed attitudes regarding mutual influence of university-based enterprises and respective universities.

For all that, an important competitive advantage featuring the university-SIE interrelationships must be a positive synergy primarily connected with the so-called intangible benefits of such interaction. Shifting the problem field of the university-SIE interaction towards the area of reputation capital makes it possible not only to identify additional negative factors (affecting the outcome) but also find new benefits that will contribute to the development of business entities created at research and educational institutions.

In most general terms reputation capital is characterized by the level of positive perception the external environment has towards a business enterprise in general and the results of its activity, customers' loyalty to specific products (services), as well as quantitative and qualitative indicators of sustainable relationships with external stakeholders (Maltseva, Monakhov, Klushnikova, 2015).

In marketing, which is of high importance in development of innovative activity, reputation capital plays a key role by ensuring effective promotion and sales of SIEs' final products and services. As for innovative products (which may in some cases be unique on the market), it is the brand and image of the company that can increase the level of customers' loyalty. The university-generated client data base may be also used by the SIE when launching a new product.

2. LITERATURE REVIEW

Properly established relationships between a university and the university-based SIEs represent a strategic alliance or network structure (in case of virtual organization) mentioned by Kotler (2006) as an important trend in marketing evolution caused by modern economic globalization. It is the management of such partnerships in the process of promotion and sale of products that enables significant competitive advantages and helps to increase reputation capital of individual companies.

A similar point of view is expressed by Davis (2001), who considers co-branding as a new mechanism in reputation capital formation and development.

Issues of strategic marketing alliances have been extensively studied in the foreign and Russian publications (Kapferer, 2007; Kotler, 2006; Kusch, 2003). There are symbiotic marketing concepts (Bucklin & Sengupta, 1992) based on adjusting functional principles of biological ecosystems in the market environment. The key task of the living organisms in such ecosystems is to jointly resist the negative impact of the outer environment. It is cooperation in supplies of raw materials and incoming components, joint promotion of products, implementation competitive advantages of individual SIEs and the university that is seen as a symbiosis in its innovation system.

Anderson & Narus (1990) analyzed various ways of marketing development through co-marketing alliances interpreted as mutual understanding of the fact that success of each company partially depends on its partner. However, Anderson and Narus state that establishment of co-marketing alliances is based, to a greater extent, on the complementarity of products supplied on the market.

An integrated historical analysis of the strategic alliances formation concept in marketing, held by Kapustina & Khmelkova (2010), has revealed differences of opinions, terminology and understanding regarding the

essence of the studied subject. As a result, there is no possibility to apply unified criteria to co-marketing alliances.

An innovative university system may most generally be seen as a co-marketing alliance aimed at joint brand promotion by the SEI and the whole structure. At the same time Woodside & Ferres-Costa's (2005) concept may be applied to the system of the university-SIE partnership in the same way as to a co-marketing alliance. Such partnership allows the presence of diagonal connections within the partners' networks, which take place, among other things, in the process of diffusion and adaptation of innovations.

Depending on the marketing goals, Lindstrom (2006) distinguishes two basic types of alliances between brands: functional ("alliance of components") and symbolic unions.

In case of the university-SIE interaction, there appears a symbolic union, which serves as a co-promotion of the partners' own products with integrated efforts in sales and marketing communications.

Boon and Kurtz (2007) single out research alliances with universities and colleges as a special type of marketing alliances. One example is the industrial park structure.

There are a number of business partnership formats in modern co-marketing practice: dual branding, cross-marketing, coalition loyalty program, and co-branding (Anderson & Narus, 1990).

Dual-branding implies joint sales while cross-marketing means development and implementation of a program aimed at joint promotion of products or services.

The co-marketing strategy of the university-SIE dyad can be most accurately described as a coalition loyalty program carrying out the functions of joint promotion of SIEs' innovative products using the general brand name of the university. In some cases it involves joint sales of the products.

Co-branding is a coalition loyalty program for two or more business entities with a single product (Boo & Mattila, 2002). This is a rather rare case among the studied dyads.

It is noted that the above classification of co-marketing alliances is still not widely spread in special literature and is often replaced by the term "co-branding", which is also considered acceptable within the framework of this research.

For example, Rao & Ruekert (1994) characterize co-branding as a short-term or long-term association or combination of two or more individual brands, products and/or other corporate assets where products can be represented "physically" (in one "package"), or "symbolically" (joint advertising of products). Blackett & Boad (1999) describe co-branding as a joint project created to promote the interests of two (or more) parties according to a thoroughly worked out strategic marketing plan which includes shared market channels (cross-selling), joint advertising, cross-PR and loyalty programs.

The above examples may be applied to the university-SIE dyad as a co-branding subject and, from the point of view of terminology, are used as a basis of the current research.

According to Kapustina & Khmelkova (2010), co-marketing essentially means that companies which produce goods independently pool their marketing resources for the sake of joint sales and/or promotion of their products. This is a rather accurate description of respective innovative phases in the university-SIE cooperation.

Issues of co-marketing in the industrial parks structure may be studied from two interrelated perspectives: meaningful and productive. The meaningful perspective involves identifying areas of cooperation between the parties of co-marketing as well as essential features of a particular strategic marketing alliance. The productive perspective determines dynamics of customers' loyalty to products and services promoted and sold in the process of co-marketing. The growth of a product's positive perception and its sales as a result of joint marketing activities, identified during the research, demonstrates the effectiveness of co-marketing and explains its necessity.

Created on the base of the university, such a company is able to use its brand attributes – trade mark and corporate style – although in most cases it is not mandatory.

The university which proved to be an effective platform in development of research and innovative companies has a very extensive client capital, which includes not only large and medium-sized companies (consumers of innovative solutions) but also representatives of investment professionals who are ready to invest in particular innovative projects. For a wide range of consumers a university brand is associated with a product of an innovative resident company, i.e. there is a "feeling" of additional quality assurance and uniqueness of the marketed product.

Strategic marketing alliances in the innovative structure of the university may develop both spontaneously, at the request of individual SIEs, and systematically within the organizational activities of a specialized structural unit (innovative development department or industrial park).

Specific tools of interaction may be joint stands at exhibitions and fairs, catalogues of SIEs' innovative products, corporate websites with information about SIEs, business meetings and special events with potential investors and consumers. Promotion of SIEs' innovative products may include cross-links to websites, advertising campaigns of the university in mass media (which contributes to increased positive image of individual business enterprises) when particular innovative companies are mentioned, etc.

An inside university marketing alliance is beneficial both SIEs, which at the stage of entering the market and promoting new innovative products need additional image characteristics. At the same time growth of reputation capital of a university depends on regular generation of promising innovative companies and their marketing success. It is SIEs' success that provides the basis in building the outside image of the university as a guarantor of top quality and uniqueness of its SIEs' brands.

Chang (2009) distinguishes the following factors which determine the effectiveness of co-marketing:

- **costs:** joint marketing activities can significantly reduce the expenses of their implementation if they are shared by the partners;

- **cultural differentiation:** in case of substantial differences in corporate cultures of the alliance members, the effectiveness of joint marketing activities can be significantly lower in comparison with its own separate marketing company. For the university-SIE dyad, which develops a common corporate culture, formation of marketing alliances does not usually face significant problems of cultural differences;

- **consumers' approval:** the need to form marketing alliances from similar or complementary groups of consumers, which, in case of the university-SIE dyad, is ensured by the company's specialization mostly meeting the priorities in the university development;

- **key competencies:** while implementing a co-marketing strategy, the partners perform complementary functions thus increasing their implementation effect. A university-SIE alliance and their above interrelated performance ensure complementarity of key competencies thus forming a positive image and brand name of the university complex as a whole;

- capital reorganization is ensured through subsequent merger of alliance business partners, which mostly takes place in case of development and promotion of a single product (service) and is not typical of the dyad.

It is possible to implement co-branding within the framework of a university-SIE interaction by applying the network theory with the domination of the so-called "central agency" (the coordinating university structure: innovative development department or industrial park). It is a key element in cooperation of the companies in the network, with external stakeholders, which include SIEs' potential consumers. Horizontal connections between the network members are very important, although it is not always typical of the university-SIE strategic alliance and mostly appears as a result of purposeful effort.

The congruence theory may be applied to explain the phenomenon of university-SIE dyad co-branding from the point of view of their results. Osgood & Tannenbaum (1955) substantiate the convergence of consumers' ratings of different companies when their brands are merged. The authors argue that in case of significant differences between the levels of brand popularity, a marketing alliance can improve the attitude toward the less popular brand. This becomes obvious if we look at the practice of SIE promotion by universities. At the same time, we may observe certain decrease of trust to a famous brand, which demonstrates a partial shift of reputation capital from the university to the university-based SIEs at the stage of their emergence to the market. The majority of researchers interpret the property of congruence regarding co-branding as a need to form strategic alliances with equally popular brand partners. However, it is this property that enables the increase of consumers' loyalty to the new SIEs when using the university brand.

The format of established relations between the trademarks of marketing alliance members also affects its effectiveness and consumers' perception (Kapferer, 2007). Here are different forms of relations between the merging brands, companies and their products and services in the order of brand build-up:

- a new brand which is not associated with the company's name (Inneov – food cosmetics from L'Oreal and Nestle; Smart – a subcompact car from Mercedes and Swatch);

- a new brand, which has a "reference" to the name of one of the companies (Nestea – ice tea from Nestle and Coca-Cola);

- a brand, which carries the name of one of the companies (HP laptops from Hewlett-Packard and Compaq; Siemens small-size household appliances from Siemens and Porsche Design);

- a brand, which carries the names of both companies (dual brand) (SonyEricsson and BenQ-Siemens phones; FujitsuSiemens laptops; Nissan X-Trail Columbia cars).

Apparently, in order to strengthen a brand and promote their own products (especially at the stage of its emergence on the market), SIEs may use the university's trademark and name. The integration degree of trademarks depends both on the marketing strategy used by an industrial park structure and on the popularity of its brand. At the stage of growth and stability, when a company acquires its own "name" on the consumer market, a strong brand of the university can be an obstacle in further development because it will be associated with a start-up company promoted to the market by the university.

The above theoretical analysis showed significant advantages of strategic marketing alliances in the structure of industrial parks. Thus, newly created SIEs obtain possibility to significantly increase the loyalty of consumers and investors by partial or complete brands merge with the university.

3. METHOD

To study the issues of strategic partnership between universities and business entities, a survey was held among the management of SIEs. Its results reveal a number of characteristics identified within the theoretical analysis. In fact, a number of theoretical assumptions have not been confirmed by respondents. 180 questionnaires were sent out, 87 were received from respondents and 84 questionnaires were deemed valid.

The following hypotheses that were tested:

- **H1.** The university brand is one of the key factors in promoting the SIE at early stages.

- **H2.** A popular SIE brand has a positive effect on the university's image in the eyes of external stakeholders.

- **H3.** A SIE brand is blurred in the shadow of the university brand at the stage of "stability."

- **H4.** A university is less interested in creating strategic marketing alliances with SIEs.

- **H5.** The impact of the university brand on the SIE brand is clearly observed only when the SIE was established in accordance with the university specialization.

- **H6.** Products (services) of the SIE can be sold at a higher price at the expense of the university brand.

- **H7.** The most effective tools of strategic marketing alliance, implemented by the University and the SIE are organization of joint promotion of research and technical products, exhibitions, fairs that provide additional attraction of investors and help to save the budget on advertising.

- **H8.** Strategic marketing alliance between the university and the SIE provides the expansion of the partner network, communication channels and distribution of goods and services for the SIE.

- **H9.** Strategic marketing alliance with the university makes the SIE more attractive for employers.

- **H10.** The presence of the university in the SIE name strengthens the competitive power among the other similar companies.

4   RESULTS

Analysis of responses showed that, disregarding the legislative benefits, setting up a university-based enterprise offers a slight competitive advantage in comparison with other similar companies in the region (over 50%). However, there was no response about negative impact.

According to 69% of respondents, specialization of SIEs corresponds to the specialization of their universities while 31% reveal partial correspondence. Over half of the SIEs' managers (56%) indicated that they always try to draw the attention of potential customers to the fact that their company was a university-based enterprise.

The extent of the university influence on the SIE depending on the stage of the company life cycle showed that the majority of respondents rate it as neutral at the stages of growth, stability and decline, while at the stage of creation of the company 69% of respondents pointed to the obviously positive role of the university.

A significant diversity of opinions was found in relation of the use of the university's name by the SIE. Thus, 33% of respondents indicated that some part of university's name is present in the name of the company; about 40%

of companies use the name of the university in some cases; 27% of respondents do not consider it appropriate.

The study reveals the extent of influence on the effectiveness of production and financial activities of SIEs' separate tools that characterize their partnership with the university as a strategic marketing alliance:

1. The use of the university's client capital, possibility to expand the partnership network, communication channels and distribution of goods and services.

2. Presentation of company's products (services) at joint stands at exhibitions and fairs.

3. Joint advertising in mass media.

4. Participation in catalogues of the university's research and technical products.

5. Recruitment of the staff through the university employment center.

The second and the third factors had the most positive feedback concerning the partnership between the SIE and the university in advertising and promotion of products (works, services). In some cases staff recruitment through the university employment system had negative response. Other tools received on average a neutral rating.

The majority of respondents (almost 40%) believe that the universities have a significant interest in the SIEs' activities while the companies do not have sufficient support. With all this about the same amount of SIE senior managers collectively share the opinion that universities reveal low or even no interest towards the SIEs.

A rather high share of respondents (47%) point to a certain degree of influence of SEI positive image on the university image in the business environment and the popularity of a SIE brand.

Estimating the influence of the university brand on the potential of the SIE as an employer, the majority of respondents (31%) pointed out that there is no impact while 25% respondents rated this influence as slightly positive.

According to most respondents, a strategic marketing alliance between the SIE and the university does not offer competitive advantages in the pricing policy for the university: 63% of the respondents sell their products (services) at market prices, 31% sell their products at prices lower that the market rates.

These results were based on a limited sampling of SIEs and cannot fully reflect their general aggregate. However, they can still show rather clear features of university-SIE partnership relations at the present stage.

The research results, processed with the use of mathematical statistics tools, became the basis to validate the above hypotheses of which H1, H2, H3, H7, H8 received their confirmation.

H1 was tested on the basis of the analysis of respondents' answers to question 4 of the survey. The results of the analysis are presented in Table. 1.

Table 1.
The extent of the university brand influence on the development of the SIE brand.

SIE life cycle stage	Average value	Statistical deviation	t	Significance
Creation	4.06	.873	5.132	.000
Growth	3.24	.562	1.725	.104
Stability	2.82	.393	-1,852	.083
Decline	2.73	.594	-1.740	.104

As seen from Table 1, the majority of respondents state that at the SIE creation phase there is significant influence by the university. The average value is (H1 = 4.06) higher than the average scale (3.0). This is also supported by a one-sided t-test (5.132) with a level of significance <.001 (3 is a testable value – neutral impact). Consequently, the differences are statistically significant, and the **H1** hypothesis is accepted. At the other phases of the SEI's life cycle there is almost no influence by the University, which confirms the **H3** hypothesis.

To assess the degree of influence of SIE's image on the university image, responses to question 9 were analyzed (Table 2).

Table 2.
Extent of the SIE's image impact on the image of the university.

Assessed parameter	Average value	Statistical deviation	t	Significance
Extent of the SIE's image impact on the image of the university	2.71	.985	7.139	.000

The average value (2.71) is greater than 1, which indicates that such impact is present and it is quite substantial. This is further supported by a one-sided t-test (7.139) with a level of significance <.001 (1 is a testable value – no impact). Consequently, the differences are statistically significant and the **H2** hypothesis is accepted.

In order to determine a subject more interested in co-marketing activities, it is possible to compare answers to questions 1 and 7. However, as these answers have different scales (question 1: from significantly negative to significantly positive; question 7: from zero interest to high interest), the scales underwent modification to become comparable.

The analysis of average values (Table. 3) showed that the university is more interested in co-marketing activities, and the Student's two-tailed t-test value (.251) is over 0.05; therefore, the differences are not statistically important, and the **H4** hypothesis is rejected.

Table 3.
Evaluation of the subjects' interests in co-marketing activities.

Estimated parameter	Average value	Statisical deviation	t	Significance
SIE's	3.72	.895	-1.117	.251
university's interest	4.03	.652		

In order to validate the second hypothesis, correlation coefficients were calculated between the degree of the university's influence on the SIE at various stages and the conformity of the SIE specialization to the specialization of the university (Tab. 4). The values of the correlation coefficients indicate no link between the conformity of the SIE specialization to the specialization of the university and the degree of influence of the university's influence on the SIE at all stages of SIE development. Thus, the **H5** hypothesis is rejected.

Table 4.
Values of Pearson product-moment correlation coefficient for determining the conformity of the SIE specialization to the specialization of the university.

SIE life cycle stage	Pearson product-moment correlation coefficient, r
Creation	-.232
Growth	-.133
Stability	-.342
Decline	-.142

In order to validate the sixth hypothesis, the responses to question 10 were analyzed. As seen from Table 5, the overwhelming majority of respondents (94.5%) sell goods at a price similar to that of competitors (66.7%) or lower (27.8%). Goods at a higher price are sold by only 5.5% of SIEs. Thus, the **H5** hypothesis is rejected.

Table 5.
SIE pricing policy data analysis.

Characteristics of SIE pricing policy	*Respondents' percentage*
Price is significantly higher than competitors' price	0.0%
Price is slightly higher than competitors' price	5.5%
Price is similar to the competitors' price	66.7%
Price is slightly lower than competitors' price	27.8%
Price is significantly lower than competitors' price	0.0%

Table 6 presents the influence which some co-marketing tools of cooperation with the university have on production and financial performance of SIEs. The numerical values were obtained by adjusting the respondents' answers to question 6 to the following scale: from a strong negative relationship (1) to a strong positive relationship (5). The validated value of one-sided t-test is 3 (neutral influence degree).

Table 6.
Assessment of the co-marketing tools significance in the university-SIE dyad.

Co-marketing tools	*Average value*	*Statisical deviation*	*t*	*Significance*
Partnership network	3.56	.705	3.344	.004
Exhibitions and fairs	3.88	.697	5.222	.000
Joint advertising	3.53	.624	3.497	.003
Participation of SIE in university catalogues	3.53	.624	3.497	.003
Staff recruitment through university employment center	2.94	.899	-.270	.791

As seen from the table, the first four factors have the greatest degree of influence on the efficiency of production and financial activities of the SIE. These factors are significantly different from the neutral influence degree (3), as evidenced by t-test with a significance level <.05. The most significant factor is the presentation of the company's products (services) at joint stands, exhibitions and fairs (average quantity is 3.88). The **H7** hypothesis is confirmed. The **H8** hypothesis also confirmed: the co-marketing university-SIE alliance enables the latter to expand the partnership network, communication channels and the distribution of goods and services (average quantity = 3.56, t = 3.344, significance = .004).

In order to validate the ninth hypothesis, the answers to the question about the impact on the SIE's attractiveness level as an employer (due to the fact it is a university-based company) were analyzed. The scale of numerical

values from 1 (a substantial negative effect) to 5 (significantly increases the attractiveness).

Table 7.
Evaluation of the SIE's attractiveness level as an employer.

	Average value	*Statisical deviation*	*t*	*Significance*
SIE's attractiveness level as an employer	3.33	1.138	1.243	.231

The average value (3.33) is practically similar to the neutral influence degree (3), and one-sided t-test (1.243) has an insufficient level of significance: > .05 (verifiable value is 3 – no effect). Consequently, the differences are not important and the **H9** hypothesis is rejected.

In order to validate the H10 hypothesis, the degree of correlation was determined between the responses to the questions about the using elements of the university's name in the name of the company and about the competitive advantages (Table 8). The correlation value (-.165) and low significance (> .05) indicate the absence of competitive advantages for the SIE due to the presence of elements of the university's name in the name of the company. Thus, **H10** hypothesis is rejected.

Table 8.
Assessment of the interrelationship between SIE's competitive advantages and the presence of elements of the university's name in the name of the SIE.

Estimated parameter	Average value	Statisical deviation	r	Significance
SIE's competitive advantages	3.72	.895		
Elements of the university's name in the name of the SIE	2.71	1.213	-.165	.526

Thus, the analysis results made it possible to determine the degree of mutual influence of university brands and those of the university-based SIEs. The data demonstrate a significant positive impact of the university brand on the SIE brand at the stage of the company's development, also due to the expanded partnership network. Further on, it is considerably reduced and in some cases has a negative influence. The most effective co-marketing tools are joint exhibitions and presentations, aimed at promotion of goods (services).

5. CONCLUSIONS

Summarizing the obtained results, it is noted that apart from financial factors, the university brand plays a significant positive role at the stage of the SIE development. First of all, it helps to promote and advertise products as well as win consumers' trust. However, at the stage of stability it is sometimes necessary to reduce partnership ties between SIEs and universities, create the SIE's own brand, customer's data base, which with the proper organization of "separation" will create a certain "reputation stability" potential for the university. It becomes possible because the lifecycle of the innovative product is in most cases short and has limited resources, thus, it is easier to initiate the creation and promotion of new innovative companies.

Thus, the results of the above analysis substantiates further development of such tools as commercialization of R&D departments both at universities and SIEs. It seems appropriate to develop horizontal and diagonal connections in innovative universities systems aimed at their increased cooperation with SIEs and as well as increased cooperation between innovative companies.

The completed theoretical and empirical research clearly shows that all participants may enjoy additional competitive advantages of strategic marketing alliances between universities and university-based innovative companies. Moreover, analysis of the current situation shows lack of attention from university authorities to the development of cooperation with university-based companies. It is necessary to design additional strategy and policy measures in the innovative spheres of universities.

6. ACKNOWLEDGMENTS

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