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**DEVELOPMENT OF CO-OPERATION BETWEEN
A RESEARCH INSTITUTE AND ENTERPRISES
IN THE CONTEXT OF MARKETING
COMMUNICATION**

DEVELOPMENT OF CO-OPERATION BETWEEN A RESEARCH INSTITUTE AND ENTERPRISES IN THE CONTEXT OF MARKETING COMMUNICATION

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Abstract

Aim of the paper is presentation of results of recent research on the effectiveness of practical solutions used in marketing communication of the Institute of Logistics and Warehousing, leading to development of co-operation with enterprises.

Thanks to the management, the appropriate information reaches definite groups of clients through multiple channels. E-marketing of scientific and research organizations is carried out mainly through web sites, web portals, social media. The analytical and research instruments in the marketing of scientific and research organisations used for measuring the effectiveness and efficacy of marketing communication include: Google Analytics, Seo Stat, Salesmanago, Advertising Value Equivalency and a range of reports.

Product line and product managers are employees who are highly qualified and often possess unique competences. Ongoing research coupled with direct contact with companies results in a constant improvement in the services rendered and generation of innovative products.

Keywords: marketing communication, e-marketing, efficacy, analytical tools, positioning

Introduction

The goal of the paper is to present the results of current research on the efficiency of practical solutions applied in marketing communication of the Institute of Logistics and Warehousing, leading to the development of cooperation with companies.

The author presents marketing communication activities which constitute support for promotion of specific services and products of a research institute. The author also discusses issues from nine subject areas of the IV European Forum of Scientific and Research Organizations.

If it hasn't been stated otherwise, the mentioned figures concern three quarters of 2013.

Characteristics of the Institute of Logistics and Warehousing — research institute

The Institute of Logistics and Warehousing in Poznań (IliM) is a research institute subordinate to the Ministry of Economy. For many years the mission of the institute has been consistently maintained:

“We develop, promote and implement in the economy innovative solutions from the area of logistics and e-commerce”.

The mission is being carried out through research and development works, consulting services, laboratory tests, publishing activity, trainings, as well as organization of conferences and workshops. The scope of activity covers key economic processes. The results of works stimulate the growth of efficiency of functioning of companies and chains of delivery. Another area is mapping, simplification and electronization of administrative procedures.

The Institute employs over 170 people. Highly competent employees conduct works in many areas of research, usually creating project teams, in many cases interdisciplinary teams.

The most important substantive organizational units are:

- Centre of Knowledge on Logistics,
- Centre of E-commerce,
- GS1 Centre Poland,
- Laboratory of Identification Technologies,
- Laboratory of Electronic Devices.

The process of sales is coordinated by the Department of Market Service and marketing communication is coordinated by the Department of Dissemination of Knowledge. Assessing ILiM according to six stages of evolution of organization of sales and marketing:

- simple sales department,
 - sales department with ancillary marketing functions,
 - independent marketing department,
 - modern marketing department,
 - modern marketing company,
 - company focused on the process and results¹
- it is possible to conclude that it has reached the sixth stage.

Product management in research services

In product management and research services ILiM bases on ascribing products to product lines and research areas. Four research areas, which belong to basic activity, have been distinguished:

- Logistics,
- Electronic commerce,
- GS1 system,
- ICT.

On top of the institute's basic activity come:

- Dissemination of knowledge,
- Normalization and certification.

Allocation of fifteen product lines to four research areas of kinds of activity is shown in table 1.

Currently, 30 active products have been defined. Each of them belongs to one of 15 product lines. The biggest number of products (7) belongs to product line LP02 Warehousing. Four product lines have no defined products yet. Considering the interdisciplinary character of logistics, a few products belong to a different research area than their product line.

Products are being developed with the intent of commercialization. In order to carry out the commercialization process, the institute has to conduct a dialogue with the environment, which is the essence of marketing communication covering:

¹ P. Kotler, *Marketing*, Dom Wydawniczy REBIS, Poznań 2005, p. 680.

Table 1. Allocation of product lines to research areas, or activities

Symbol of product line	Name of product line	Research area / activity
LP01	Delivery networks	LOGISTICS
LP02	Warehousing	LOGISTICS
LP03	Transport	LOGISTICS
LP04	Stockpiles	LOGISTICS
LP05	Participation in GS1 system	GS1 SYSTEM
LP06	Application of GS1 system	GS1 SYSTEM
LP07	Electromagnetic compatibility	ICT
LP08	Electronic communication	ELECTRONIC COMMERCE
LP09	Media	Dissemination of knowledge
LP10	Conferences	Dissemination of knowledge
LP11	Trainings	Dissemination of knowledge
LP12	Certification	Normalization and certification
LP13	General	varied
LP14	ADC devices and materials	ICT
LP15	Administrative services	other

Source: Own materials.

- communicating to the market environment all values of a company by means of marketing activities,
- communicating within a company,
- forming the identity of a company, that is, distinguishing characteristics,
- partner reacting to information coming from the environment².

The goal of integrated marketing communication is establishing and maintaining partner relationship with various participants of the market. It has to reflect the culture and style of a company by conveying the traits and values adopted as specific for a particular company³.

Conducting integrated marketing communication requires taking such measures as:

- conducting market surveys and acquiring information necessary to prepare an offer,
- preparation and implementation of a promotional plan (defining the goal of promotion, recipients, budget, people conducting the promotion, assessment of promotion),

² A. Smalec, *Komunikacja marketingowa w usługach* [in:] *Marketing usług*, praca zbiorowa pod red. J. Perenc, Wydawnictwo Naukowe Uniwersytetu Szczecińskiego, Szczecin 2005, p. 213.

³ A. Szymańska, *Zintegrowane komunikowanie marketingowe* [in:] *Public relations. Znaczenie społeczne i kierunki rozwoju*, Wydawnictwo Naukowe PWN, praca pod red. J. Olędzki, D. Tworzyczo, Warszawa 2007, p. 170.

- selection of forms and means with the use of the effects of synergy,
- preparing promotional messages in a way:
- minimizing the gap between the promise contained in the message and the value achieved in a product,
- allowing the achievement of communicative and sales effect,
- maintaining the cohesion of the message in terms of content, source of origin and time,
- connecting promotional activities with other elements of marketing-mix,
- coordination of all activities by a person responsible for company's marketing communication⁴.

Business contacts are being established based on the utilization of marketing communication activities allocated to particular product lines, or products.

The result of conscious product management is reaching particular groups of clients with appropriate information through multiple channels. At the same time the characteristics of product and the efficiency of taken measure are taken into consideration. An exemplary, simplified plan of communication activities for April 2013 is presented below.

Press — competences:	ShadowCat
Press — product:	ShadowCat, EtLog
Electronic media:	Mobit GS1, ShadowCat, Internet shop
ILiM newsletter:	ShadowCat, EtLog, Internet shop, Education
Logistics meeting:	—
Webinar:	Internet shop
Partnership event:	Stockpiles, Education
Workshops:	ShadowCat, EtLog, Internet shop
Participation in fairs:	Mobit GS1
Marketing meeting:	Mobit GS1, Stockpiles
What's up at ILiM:	Mobit GS1, EtLog, MaGS1. Q

Untypical names of communication channels are explained below and some of them will be described in further part of the paper.

ILiM is a bulletin sent by e-mail to external recipients every two months.

⁴ J. Staszewska, *Komunikacja marketingowa obszarem współpracy przedsiębiorstw usługowych* [in:] *Marketing usług profesjonalnych*, praca zespołowa pod red. K. Rogoziński, Wydawnictwo Akademii Ekonomicznej w Poznaniu, Poznań 2005, p. 94.

Logistics meeting is a meeting in a form resembling workshops, dedicated to current and potential clients.

Marketing meeting is a cyclical internal meeting for the employees of ILiM, at which over about 30 minutes good practices associated with own products and planned marketing activities are presented.

What's up at ILiM is an internal bulletin sent to all employees of ILiM by e-mail.

Products appearing in the plan are explained in short below.

ShadowCat is an IT application created for carrying out an inventory, or physical inventory by using bar codes or RFID technology compliant with the global GS1 standard.

EtLog application makes it possible to generate and print logistics label complying with the GS1 standard on a simple laser printer.

Mobit GS1 is an application for smartphones with Android created at the institute. It allows downloading information about a product after scanning bar code. (www.produktywsieci.pl/mobitgs1).

Internet shop (www.sklep.ilim.poznan.pl) supports the sale of ILiM products and serves the role of another communication channel.

Stockpiles cover the products from this line.

Education combines all ILiM products associated with dissemination of knowledge, including the publication Biblioteka Logistyka, Logistyka magazine, traditional training and e-learning courses (e-bit.edu.pl), logistic educational package.

Warehouse IT system MaGS1. Q serves the purpose of tracking the flow of materials using identification standards of the GS1 system.

Investigating the efficiency and efficacy of marketing communication

According to B. Szymoniuk, research which serves the purpose of assessment of the effects of marketing communication can take the shape of:

- monitoring the environment,
- communication audit carried out at the beginning, during or after the conclusion of a campaign.

During the assessment it is possible to use such research methods as the measurement of:

- the exposure of promotional message (eg. coverage, advertising value, cost of reaching one recipient, size of the audience),

- reception of promotional message (awareness, understanding and remembering a message),
- change of attitudes (degree of acceptance of company's activities, behaviours)⁵.

Actions regarded as effective are those which make it possible to achieve the intended target. Referring to the marketing policy of a product, the goal is defined as creating utilitarian value constituting benefits for the buyer⁶. This is especially important in marketing communication of a research institution commercializing research services.

For research ILiM uses tools described in further part of the paper. The results of selected research projects are mentioned in course of discussing other issues.

Analytical and research tools in the marketing of research and scientific institutions

The research on the efficiency and effectiveness of marketing communication conducted based on the utilization of particular channels is carried out continuously in the institute and the results of research are analyzed cyclically. Among analytical and research tools used for this purpose there are:

- Google Analytics,
- Seo-stat,
- SALESmanago.

For the purpose of assessment of efficiency also the advertising equivalent and a series of reports are used.

Google Analytics is a service which makes it possible to monitor the way Internet users use Internet websites. The provided tools enable the following kinds of analytics:

- social, which allows to investigate the manners of using the functions of sharing information and measure the efficiency of campaigns in social media,
- contents — illustrating the efficiency of some portals and the popularity of pages,
- mobile data, which allows checking the utilization of mobile applications by users,
- conversion, which serves the purpose of checking the way pages are used and the directions from which traffic comes,
- advertisements, which makes it possible to collect data about the display of advertisements.

⁵ B. Szymoniuk, *Komunikacja marketingowa — istota i proces projektowania* [in:] *Komunikacja marketingowa. Instrumenty i metody*, praca zbiorowa pod red. B. Szymoniuk, PWE, Warszawa 2006, p. 36.

⁶ M. Wiścicki, K. Błoński, *Skuteczność marketingowej polityki produktu* [in:] *Zarządzanie produktem — wyzwania przyszłości*, praca pod red. J. Kall, B. Sojkin), Wydawnictwo Akademii Ekonomicznej w Poznaniu, Poznań 2006, p. 26.

Out of the above mentioned possibilities, ILiM uses the following to conduct continuous research:

- content analytics — with regard to all websites and Internet portals,
- mobile data analytics — for the assessment of Mobit GS1 application,
- conversion analytics — especially for the offer page www.ilim.poznan.pl/oferta⁷.

SEO (Search Engine Optimization) technique makes it possible to design the architecture of an Internet service and arrange the contents in such a way that as many search engines as possible could find it and display it at the possibly highest position on the search result list⁸. Seo-stat is a tool which makes it possible to monitor the position of a website in search engines (eg. Google)⁹. This is especially important in case of assessment of changes made on websites and Internet portals. Seo-stat has been used to improve the positioning of the portal www.logistyka.net.pl. The effects of these changes are described in the part Positioning of www websites on the Internet.

SALESmanago system allows the identification and monitoring of contacts on Internet pages and subpages of organizations. It collects information about sources of visits and used phrases¹⁰. The manner of utilization of the system at ILiM is described in the part E-mail marketing.

The Institute of Logistics and Warehousing publishing own magazine *Logistyka* and books in the publishing series titled *Biblioteka Logistyka*, simultaneously maintains continuous cooperation with the editorial offices of the following magazines:

- *Puls Biznesu*,
- *Logistyka a Jakość*,
- *Nowoczesny magazyn*,
- *Polska Gazeta Transportowa*,
- *Warehouse Monitor*,
- *TSL Biznes*,
- *Polski Przemysł*.

This stems from the important role of publishing activity for a research institute. Using it for marketing communication, it is possible to assess the efficiency by calculating the **advertising equivalent**. It determines how much publishing content would cost, if the content were an advertisement. The value of the equivalent is calculated on the basis of advertising price lists.

⁷ www.google.pl/intl/pl/analytics/features/index.html, 13.10.2013

⁸ Ł. Szymański, *Internet jako narzędzie public relations* [in:] *Pracownicy i media w procesie komunikacji*, praca pod red. D. Tworzydło, T. Soliński, Wyższa Szkoła Informatyki i Zarządzania, Rzeszów 2007, p. 142.

⁹ www.seo-stat.pl, 13.10.2013

¹⁰ www.salesmanago.pl, 13.10.2013

Over three quarters of 2013:

- 24 authors published 20 articles in 12 ranked journals,
- 26 authors published 67 papers in 16 non-ranked journals,
- 37 pieces of information were delivered to the press.

Advertising equivalent reached the value of almost PLN 3.9m.

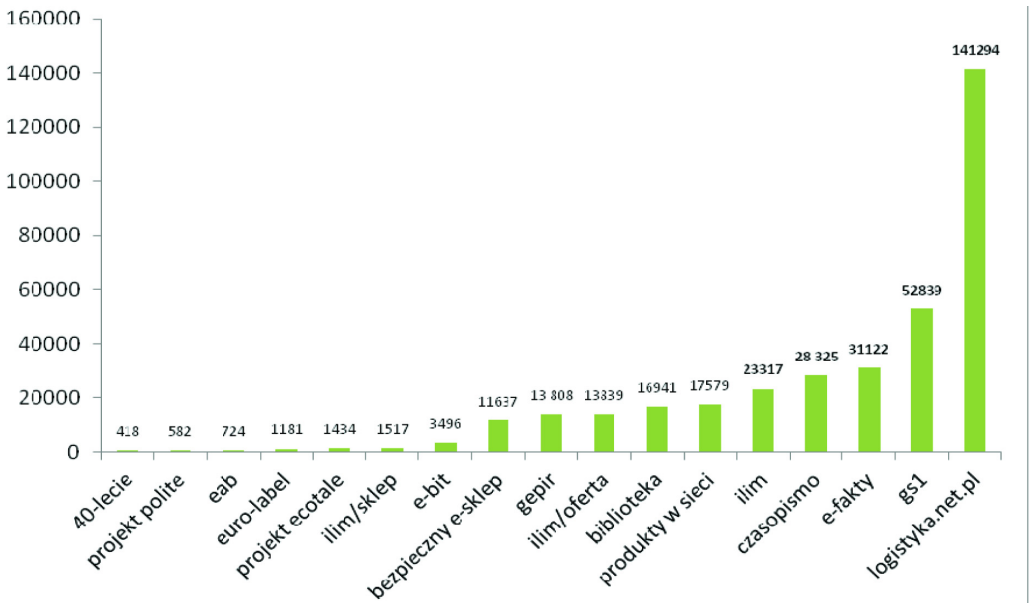
Regardless of the communicative role, the number of points obtained from publications has an impact on the categorization of a research institute and enriches the scientific record of scientific employees.

E-marketing of a research-scientific institution

ILiM as a research-scientific institution uses in e-marketing above all such tools as:

- Internet websites (Picture 1),
- Internet portals,
- social media,
- newsletters sent by e-mail.

Picture 1. The number of users of websites and Internet portals



Source: Instytut Logistyki i Magazynowania.

The basic Internet websites and portals are:

- www.ilim.poznan.pl (picture 2),
- www.GS1pl.org (picture 3),
- www.e-fakty,
- www.bibliotekalogistyka.pl,
- www.czasopismologistyka.pl,
- www.logistyka.net.pl (picture 4).

Internet websites are a source of information called up among others by the ILiM Newsletter described in further part of the text and for Internet users.

Picture 1 clearly shows that definitely the biggest number of people visit logistics portal www.logistyka.net.pl. The weekly newsletter sent from the portal is read by over 4100 people.

Picture 2. Homepage of the Institute of Logistics and Warehousing

Source: www.ilim.poznan.pl

Picture 3. Homepage of the national organization GS1 Polska, whose function is served
by the Source: Institute of Logistics and Warehousing

Instytut Logistyki i Magazynowania
Euro-Label - Bezpieczne zakupy
Logistyka - Twój portal logistyczny
Biblioteka Logistyka

SZUKAJ

Instytut Logistyki i Magazynowania
GS1 Polska

Instytut Logistyki i Magazynowania

STRONA GŁÓWNA GS1 POLSKA SYSTEM GS1 OPERTA PRASA NARZĘDZIA I ZASOBY KONTAKT OBSŁUGA FIRM ON-LINE PLIKI MAPA STRONY

40 LAT KODÓW KRESKOWYCH
1973 2013

Skanuj kody kreskowe **Kliknij** **-15%** e e-szkolenie 3

JAK UZYSKAĆ KOD KRESKOWY / KOHTAKT

- Rejestracja - Kody kreskowe i identyfikatory
- EPOKAMQJE GS1 - obsługa firm on-line (rejestracja)
- Nasi konsultanci
- Help Desk
- Wyślij zapytanie

SYSTEM GS1

- Standardy GS1
- Rozwiązania GS1
- Zastosowania branżowe
- Przykłady wdrożeń
- Dokumenty: broszury, foldery
- GS1 Global

NOWOŚCI

- Webinar Jakość Kodów Kreskowych - 29.10.2013
- Prezentacje z webinarów GS1
- X FORUM Polskich Menedżerów Logistyki POLSKA LOGISTYKA
- Brandbank Polska i GS1 Polska łączą siły i kompetencje
- Zaprojektuj etykiety oraz e-etkiety zgodną z nowymi przepisami - rusza cykl warsztatów IGI Food Consulting, Brandbank i II M.GS1 Polska

NARZĘDZIA ONLINE

- Mobit GS1
- Produkty w sieci
- Moje GS1
- GEPIR - wyszukaj firmę
- Informacja roczna 2012
- Obliczanie cyfry kontrolnej

SZKOLENIA

- Szkolenia GS1
- Stacjonarne: terminy i tematy
- E-learn: terminy i tematy
- Kody kreskowe i ich zastosowanie (film)
- Szkolenia zamknięte
- Webinary GS1

DOSTAWCY ROZWIĄZAŃ

- Produkty "Zgodne z GS1"
- Elektroniczny Katalog Dostawców Rozwiązań
- Przystęp do Programu Współpracy z Dostawcami Rozwiązań
- Oferta specjalna na wybrane produkty i usługi Dostawców Rozwiązań**

INFORMATION IN ENGLISH

tegitczny GS1 Polska | itella | Partnery GS1 Polska | COMARCH | DATACONSULT | dison

Source: www.GS1pl.org

Picture 4. View of the homepage of logistics portal logistyka.net.pl



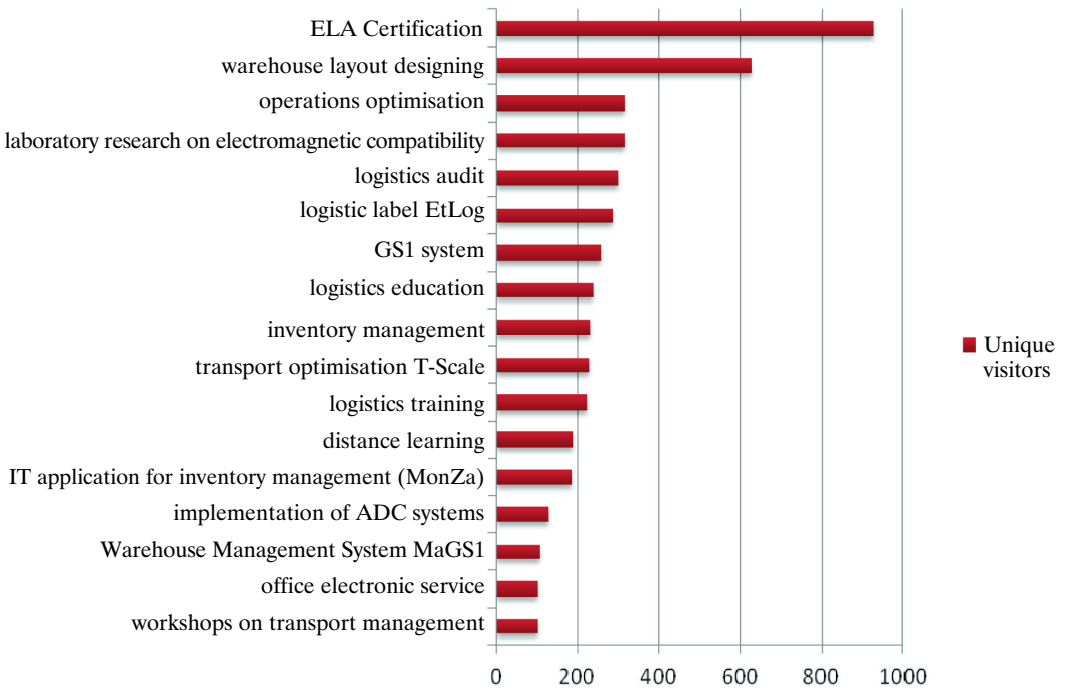
Source: www.logistyka.net.pl

From the homepage of the institute it is possible to go to the subpage ilim.poznan.pl/oferta. It has a series of icons linking to most products.

The popularity of pages devoted to particular products is shown on picture 5.

The most popular page concerns certification of logisticians. This stems mainly from the fact that this product is dedicated to a big professional group. There are cases of certification of about a dozen employees from one company. What enjoys great interest is warehouse designing. This product is an element of research works generating the highest income.

Picture 5. Popularity of product websites



Source: Institute of Logistics and Warehousing.

The page of each product contains information about the manager of a product and contact data. Electronic contact form makes it possible to establish contact. Report on the number for forms filled out by Internet users, together with division into products is shown in the next page on picture 6. Due to general availability of forms, some messages don't concern the particular subject and are not included in the report. Most forms concern GS1 system, despite the fact that the icon of the product titled Implementation of GS1 standards appears at the offer page only after scrolling down. In case of Warehouse design one of three forms was a contact which transformed into work worth over PLN 50,000.

Out of a series of kinds of **social media** ILiM uses above all the social media network Facebook.

It functions in an active way above all on the following pages:

- www.ilim.poznan.pl,
- www.GS1pl.org.

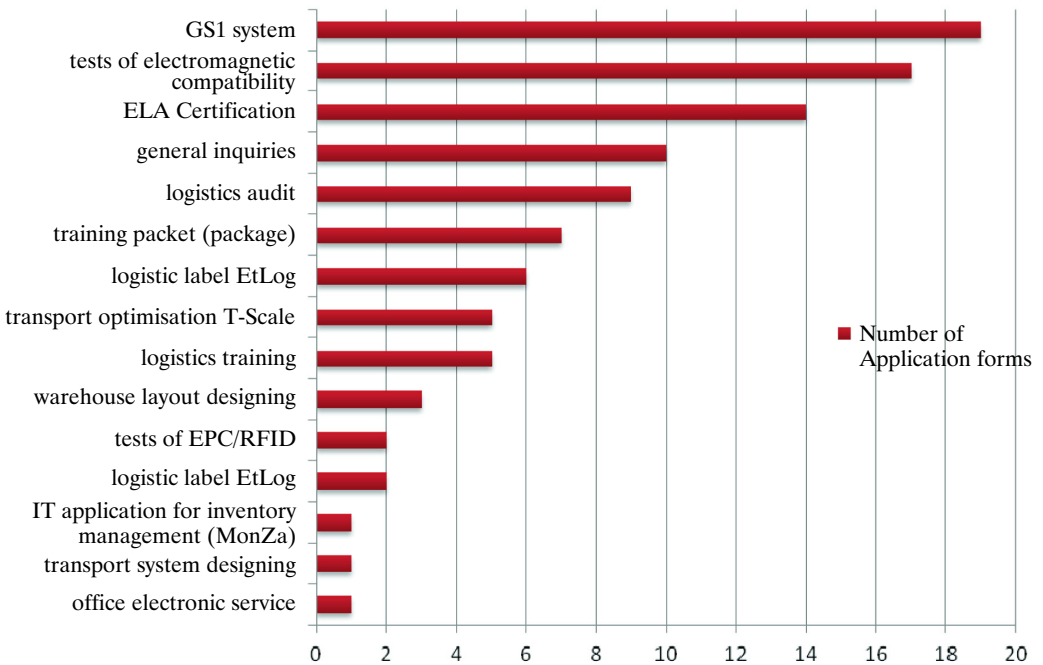
The growth of the number of fans over the last year is shown in table 2.

Table 2. Growth of the number of fans in social network Facebook

Internet website	Number of fans		Rate of growth
	XI 2012	XI 2013	
www.ilim.poznan.pl	671	1004	149%
www.GS1pl.org	114	182	160%

Source: Own materials.

Picture 6. Application forms



Source: Institute of Logistics and Warehousing.

E-mail marketing

E-mail marketing uses advantages of e-mailing important for marketing communication:

- fast access to recipients,
- selectivity,
- possibility of personalization,
- policy of privacy,

- dialogue with the recipient,
- the possibility of fast introduction of changes,
- possibility of fast reaction,
- cost efficiency
- high efficiency of influence,
- measurability¹¹.

E-mail marketing is the communication channel with the widest reach, it is used at ILiM to send Newsletters. This happens on average every two months. The research tool used for the assessment of efficiency of Newsletters is SALESmanago. It is this system that charts and data concerning five dispatches in 2013 came from. They were gathered in table 3. The table contains:

- the number of recipients who received the Newsletter,
- number of people (openings) who opened the mail,
- number of people (clicks) who opened a page to which the provided links led,
- efficiency calculated as the proportion of the number of clicks to the number of openings expressed in percentages.

Table 3. Data concerning Newsletters sent in 2013

Newsletter	1/2013	2/2013	3/2013	4/2013	5/2013	Average value
Number of recipients	37 892	37 009	38 397	42 089	41 697	39 417
Number of openings	3 962	3 991	4 235	4 991	5 047	4 449
Number of clicks	389	393	256	480	382	380
Share of openings	10,5%	10,8%	11,0%	11,9%	12,1%	11,3%
Share of clic	1,0%	1,1%	0,7%	1,1%	0,9%	1,0%
Efficiency	9,8%	9,8%	6,0%	9,6%	7,6%	8,5%

Source: Own materials.

On the subsequent pages the Newsletter sent on 2.10.2013 is characterized. It contained 14 pieces of information divided into three sections:

- MAIN:
- Logistic Barometer compares logistic indicators in Your Company,
- Brandbank Polska and GS1 Polska join forces and competences,

¹¹ A. Dyba, *Komunikacja marketingowa w Internecie* [in:] *Komunikacja marketingowa. Instrumenty i metody*, praca zbiorowa pod red. B. Szymoniuk, PWE, Warszawa 2006, p. 254.

- Anna Kosmacz-Chodorowska (ILiM — GS1 Polska) among people of merit for the packaging branch,
- T-Traco — global system of monitoring vehicles and communication with drivers,
- Anniversary issue of the report on GS1 standards in healthcare,
- The missing link in hospital logistics — new standard in the area of identification of products in hospitals,
- Anniversary LOGISTYKA for every participant of GS1 Polska,
- Consulting services useful before implementation of WMS system,
- TRAININGS:
- GS1 Webinars for the 40-year anniversary of barcodes,
- Training Design e-label complying with new regulations — cycle of workshops titled IGI Food Consulting, Brandbank and IliM-GS1 Polska launched.
- E-trainings for companies with a special discount!!
- CONFERENCES:
- X FORUM Polskich Menedżerów Logistyki POLSKA LOGISTYKA (10th Forum of Polish Logistics Managers POLISH LOGISTICS), October 8–9, Warsaw,
- E-ADMINISTRATION FOR BUSINESS, November 6–7, Poznań,
- V Kongres Magazynowania i Logistyki MODERN WAREHOUSE (5th Congress of Warehousing and Logistics MODERN WAREHOUSE), November 13–14, Warsaw.

Each of the pieces of information under the phrase "Zobacz więcej >>" (See more) contained a direct link to an appropriate Internet website.

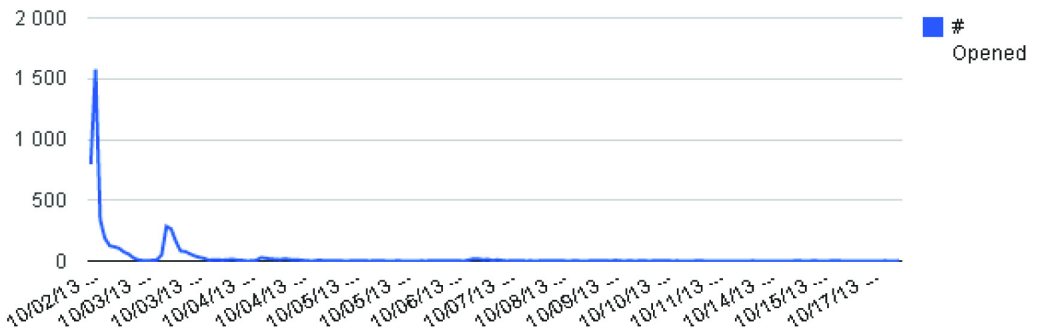
The message didn't reach 855 addresses and 104 people resigned from receiving information. The history of mail openings is illustrated by picture 7 (activity in the first two days) and the utilization of links to pages (clicks) is presented on picture 8 (dropping activity over a week).

SALESmanago system also allows the analysis of the number of visits to pages using particular links. The number of people who proceeded to pages concerning particular subjects (most often visited) amounted to:

- 104 — GS1 webinars for the 40th anniversary of barcodes,
- 96 — Anniversary LOGISTYKA for every Participant of GS1 Polska,
- 84 — Brandbank Polska and GS1 Polska join forces and competences,
- 84 — T-Traco — global system of monitoring vehicles and communication with drivers,
- 66 — Anna Kosmacz-Chodorowska (ILiM — GS1 Polska) among people of merit for the branch
- 61 — Training Design label and e-label complying with new regulations — cycle launched

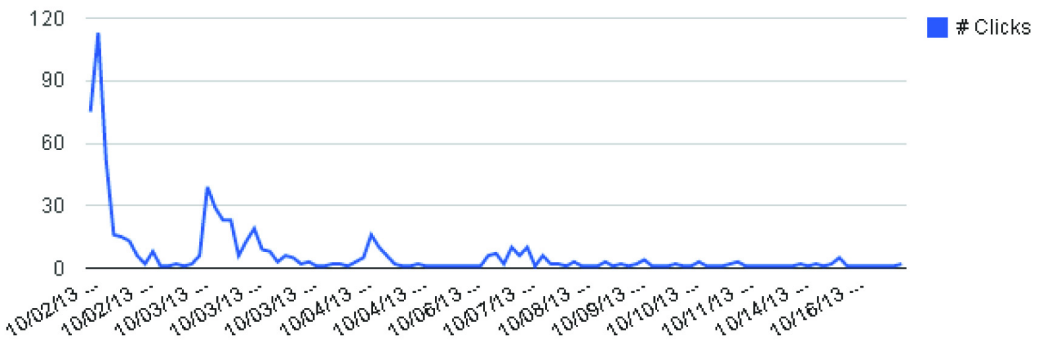
A total of 222 visits to the remaining 8 messages were registered.

Picture 7. History of openings of e-mails containing 5/2013 Newsletter



Source: Institute of Logistics and Warehousing.

Picture 8. History of using links to information pages contained in 5/2013 Newsletter



Source: Institute of Logistics and Warehousing.

Positioning of www websites on the Internet

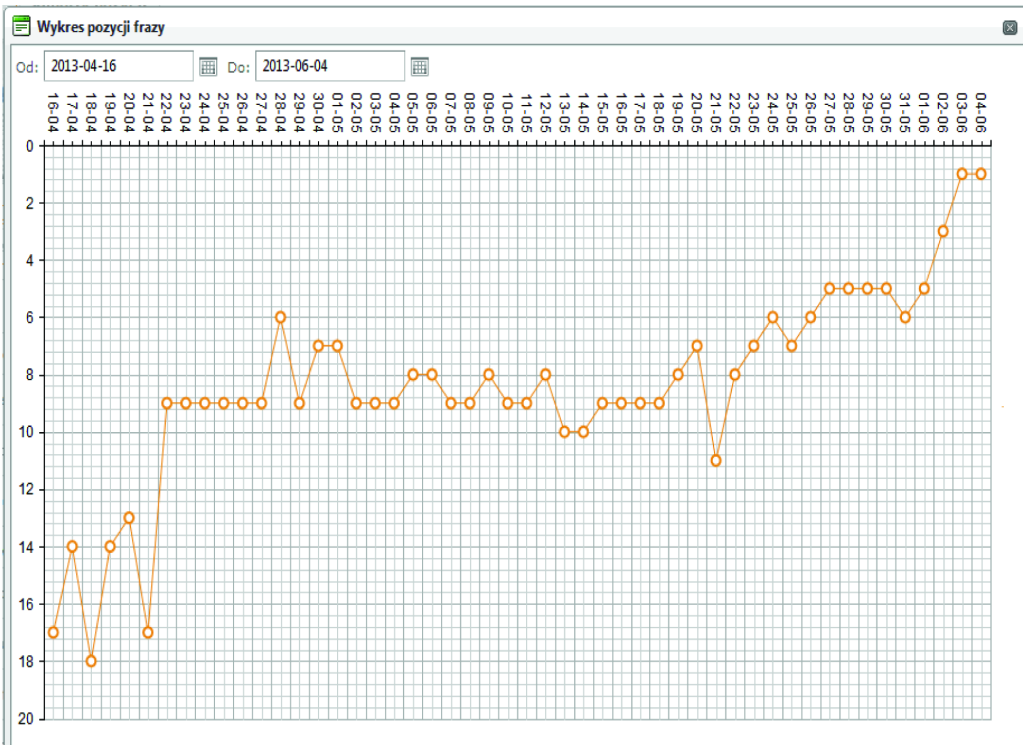
Positioning of websites on the Internet is continuous work. Below the reasons and kind of introduced changes in this area are discussed based on the example of logistyka.net.pl portal. After making necessary technological changes in the portal, an abrupt drop in its positioning took place. Search using the keyword "logistyka" (logistics), which is highly important for the Institute of Logistics and Warehousing, yielded the institute's homepage below the 15th position on the list of search results. A series of measures was taken to improve this situation. Among the most important there were:

- automatic addition of 3000 articles,
- providing archived articles from the Logistyka magazine free of charge to Internet users who registered and subscribed for the Newsletter,
- providing access to articles from Logistyka based on the above terms, 6 months after their publication in print.

For the monitoring of positioning of logistyka.net.pl portal with regard to the "logistyka" keyword, Seo-stat tool was used.

Following the implementation of two above measures mentioned above positioning improved substantially. Changes of position from 18 to 1 over the period of 50 days (16.4 to 4.6.2013) is shown on picture 9.

Picture 9. Change of the position of logistyka.net.pl portal for the keyword "logistyka"



Source: Institute of Logistics and Warehousing.

Personnel marketing as an instrument for building the image of a scientific institution

Personnel marketing is a system of manners of conduct and behaviour of a company focused on the expectations of employees, both current and potential. The result of this approach is treating employees as an internal client whose interests should be taken into consideration by the management of a company.

Personnel marketing is also based on the creation and maintenance of emotional ties evoking the feeling of loyalty among employees, who know that their company, by treating them subjectively and trying to satisfy all their needs¹².

Institute of Logistics and Warehousing applies a series of solutions aimed at satisfying the needs of employees. Among these solutions there are:

- stability of employment,
- reliable remuneration,
- opportunity for self-accomplishment,
- possibility of financing or co-financing trainings, post-graduate and doctoral studies (currently 11 doctoral students)
- flexible work hours,
- social package.

Employee's intellectual capital as a source of competitive advantage

In a contemporary organization intellectual capital should be used through the application of three rules of management focusing mostly on:

- relations with clients,
- the method of creating product for client,
- continuous improvement, innovations, even making revolutionary changes.

The basis of long-term competitiveness is innovativeness. The rules of "new management" of innovativeness were formulated by M. McElroy, who recommends:

- avoid managing innovations directly,
- understanding the rules of functioning of a company system and applying appropriate policy creating favourable conditions for the development of innovativeness,

¹² A.I. Baruk, *Marketing personalny jako instrument kreowania wizerunku firmy*, Difin, Warszawa 2006, p. 23.

- adopting the rule that management in the sphere of innovation should be based on the thesis “we manage the environment, not the system”, which organizes itself¹³.

Intellectual capital of an employee is used at the Institute of Logistics and Warehousing as a source of competitive advantage. 25 people are the heads of product lines and products. These are employees with high and often unique competences. In this group 4 people have doctoral degrees and 3 are participating in doctoral studies. This is reflected by publishing activity and the employees' participation in conferences, which helps reach potential clients. A total of 79 speakers actively took part in 59 conferences giving 76 lectures. Particularly valuable are appearances at conferences, during which an employee of ILiM together with the representative of a client present examples of commercialization of research works.

What confirms the claim that employees' intellectual capital is a source of competitive advantage are the benefits arising from the cooperation of scientific institutions with companies presented in the next part of the paper.

Benefits arising from cooperation between scientific institutions and companies

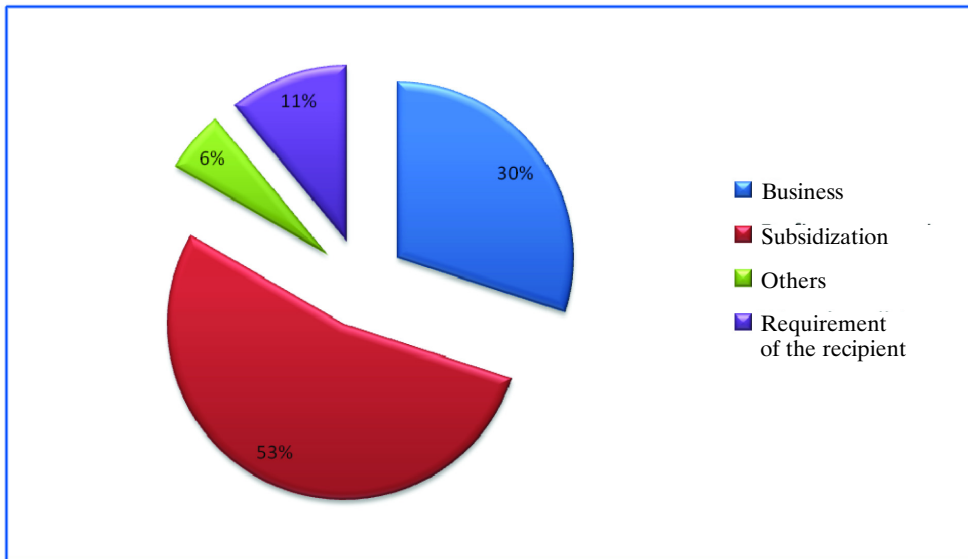
An example of benefits resulting from cooperation of scientific institutions and companies are the results of support given by ILiM to companies, which are implementing innovative services, products and technologies. Thanks to cooperation with a research institute companies can successfully apply for public funds from numerous programmes and contests.

In this scope intellectual capital of employees plays a very important role. What confirms this is the structure of carried out works in three quarters of 2013, as shown on picture 10.

Over a half of research works carried out for external entities were subsidized. Companies trying to obtain subsidies from various kinds of programmes submit applications which concern services, products or technologies, which are innovative in character. Cooperation with ILiM as a research institute and the utilization of unique competences of its employees makes it possible to create innovative solutions with support of public funds.

¹³ M. Mroziewski, *Kapitał intelektualny współczesnego przedsiębiorstwa*, Difin, Warszawa 2008, p. 47.

Picture 10. Structure of conducted works



Source: Institute of Logistics and Warehousing.

Thirty percent of works are financed directly by companies. This concerns especially the cases in which a company wants to implement the results very quickly and it generally takes months before an application for subsidies is processed. ILiM obtains such orders by participating in tenders or contests.

Requirement of the recipient is a situation in which the recipient of goods in the chain of delivery expects his supplier to satisfy particular demands. In order to meet expectations, the supplier cooperates with the Institute and implements an appropriate solution.

Cooperation of ILiM with companies is beneficial for both sides. The conducted research works in combination with direct contacts with companies result in continuous improvement of provided services and generation of innovative products by the employees of ILiM. What also confirms this is the structure of business contacts (table 4). Most of them lead to ordering research works from the institute. Almost 57% of contacts concern current clients, or are associated with their recommendation.

In the table the following abbreviations are used:

KSI — Krajowy System Innowacji (National System of Innovation)

WSL — Poznan School of Logistics (www.wsl.com.pl),
 CEL — Centrum Edukacji Logistycznej (Logistics Education Centre)
 WCK — Wielkopolskie Centrum Klasteringu (Wielkopolska Clustering Centre)

Table 4. Structure of business contacts according to their source

Source of contacts	Number of contacts	Share [%]
Current client	323	44,4
ILiM, GS1 Internet websites	178	24,5
recommendation from another client	88	12,1
others	43	5,9
Projects with many contacts (eg. KSI, REGLO)	36	4,9
private	35	4,8
conferences, seminars, workshops	17	2,3
partners: WSL, CEL, WCK	6	0,8
"Logistyka" magazine and other publications of ILiM	2	0,3
Together:	728	100,0

Source: Own materials.

Summary and conclusions

The Institute of Logistics and Warehousing, in line with its mission, develops, promotes and implements innovative solutions from the area of logistics and e-commerce in the economy. The Institute bases management of products on their allocation to product lines and four research areas. A result of conscious management of products developed with the intention of commercialization is reaching particular groups of business clients through multiple channels. The development of cooperation with companies is based on contacts established with the use of marketing communication activities, which are ascribed to particular product lines or products.

The above actions are being monitored continuously in terms of their efficiency. The results of this monitoring are analyzed cyclically. For this purpose such efficient analytical and research tools are applied:

- Google Analytics for the analysis of content with regard to all websites and Internet portals, for the analysis of mobile data, for the assessment of Mobit GS1 application, for the analysis of conversion, especially for the offer page www.ilim.poznan.pl/oferta,
- Seo-stat for monitoring and improvement of positioning of pages and portals,
- SALESmanago for the assessment of activities carried out within the framework of e-mail marketing.

Intellectual capital of employees is being successfully used at ILiM as a source of competitive advantage. The conducted research works, in combination with direct contacts with entrepreneurs result in continuous improvement of provided services and generation of innovative products by competent employees of the Institute. Cooperation with companies is beneficial for both sides. In order to strengthen cooperation beneficial for the parties, it is necessary to strengthen personnel marketing, satisfy the needs of research institute employees and maintain emotional ties.

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