



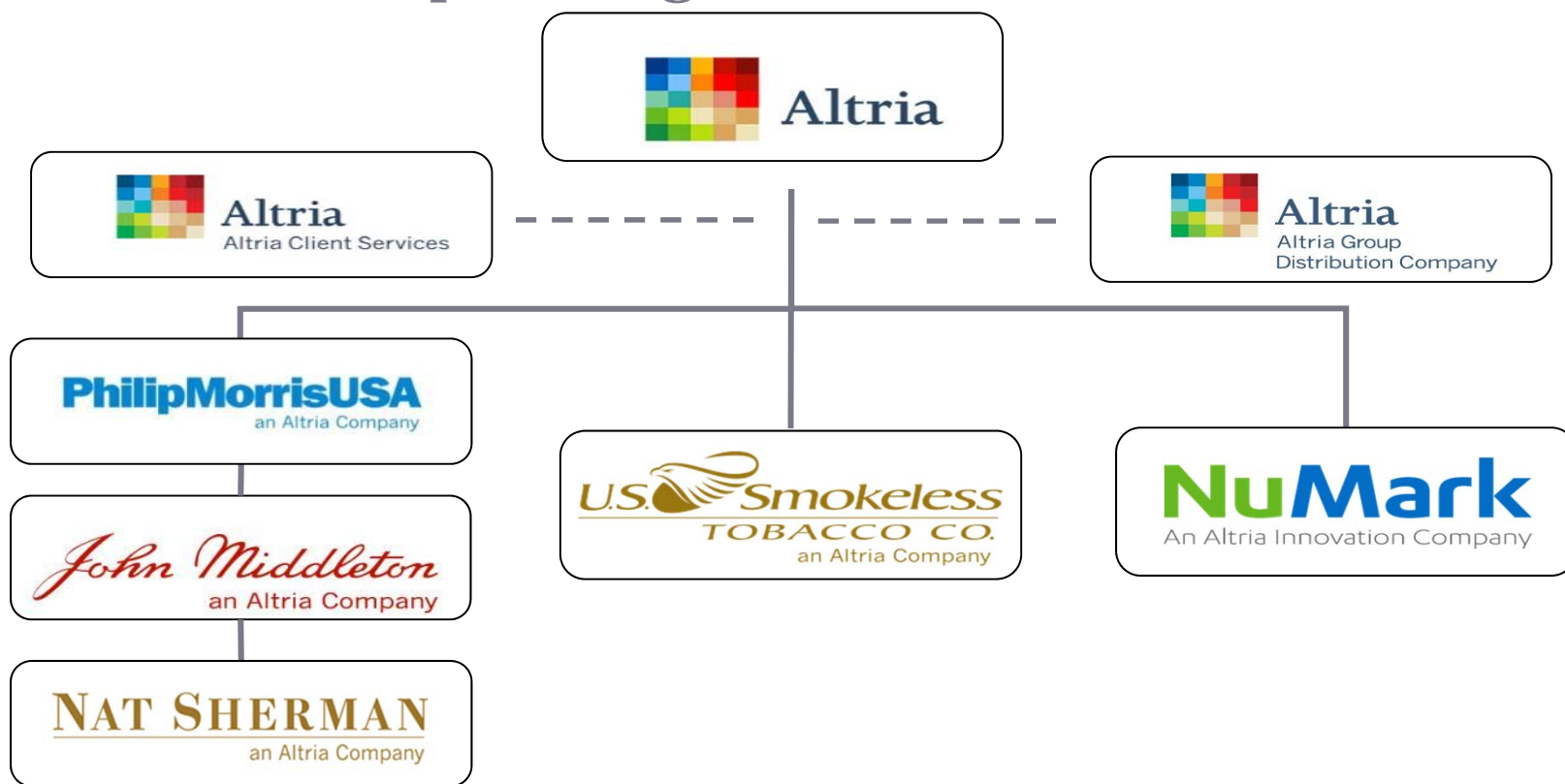
# Industry Engagement with the Scientific Community

*Willie J. McKinney, PhD, DABT*  
*November 29, 2017*



**Altria**  
Altria Client Services

# Altria's Operating Structure



For illustrative purposes only. Not actual corporate structure; does not reflect all Altria subsidiaries  
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# Industry and Academic Collaboration Research

Journal of Business Research

## The changing bases of mutual trust formation in inter-organizational relationships: A dyadic study of university-industry research collaborations

Ludwig Bieker<sup>1</sup>, Martin Henner<sup>2</sup>, Christa Beckenkamp<sup>3</sup>

<sup>1</sup>University of Regensburg, Germany; <sup>2</sup>University of Bamberg, Germany; <sup>3</sup>University of Bamberg, Germany

**ABSTRACT**  
Mutual trust is a key determinant of inter-organizational relationships. This study examines the evolution of trust in university-industry research collaborations. We investigate the changing bases of mutual trust formation in inter-organizational relationships. We find that trust formation is a process that evolves over time and is influenced by the changing bases of mutual trust formation. We find that trust formation is a process that evolves over time and is influenced by the changing bases of mutual trust formation.

Research Policy

## Investigating the factors that diminish the barriers to university-industry collaboration

John Brusse<sup>1</sup>, Pablo Diaz<sup>2</sup>, Antonia Salas<sup>3</sup>

<sup>1</sup>University of Regensburg, Germany; <sup>2</sup>University of Bamberg, Germany; <sup>3</sup>University of Bamberg, Germany

**ABSTRACT**  
The literature on university-industry collaboration has grown significantly in the last few years. However, the barriers to university-industry collaboration remain a topic of interest. This paper investigates the factors that diminish the barriers to university-industry collaboration. We find that trust formation is a process that evolves over time and is influenced by the changing bases of mutual trust formation.

Technovation

## University-industry innovation collaboration: Reconceptualization

Roger Rapley<sup>1</sup>, Maria Vass<sup>2</sup>

<sup>1</sup>University of Regensburg, Germany; <sup>2</sup>University of Bamberg, Germany

**ABSTRACT**  
The main objective of this research is to explore the nature of university-industry innovation collaboration. We find that trust formation is a process that evolves over time and is influenced by the changing bases of mutual trust formation.

Procedia Economics and Finance

## Business model for the university-industry collaboration in open innovation

Larisa Ivancu<sup>1</sup>, Bianca Crijoloi<sup>2</sup>, Anca Draghici<sup>3</sup>

<sup>1</sup>University of Regensburg, Germany; <sup>2</sup>University of Bamberg, Germany; <sup>3</sup>University of Bamberg, Germany

**ABSTRACT**  
The present paper proposes a preliminary business model for collaboration between universities and industrial partners through open innovation. We find that trust formation is a process that evolves over time and is influenced by the changing bases of mutual trust formation.

Research Policy

## Engaging excellence? Effects of faculty quality on university engagement with industry

Markus Perkmann<sup>1</sup>, Zella King<sup>2</sup>, Stephen Fawcett<sup>3</sup>

<sup>1</sup>University of Regensburg, Germany; <sup>2</sup>University of Bamberg, Germany; <sup>3</sup>University of Bamberg, Germany

**ABSTRACT**  
This paper examines the effects of faculty quality on university engagement with industry. We find that trust formation is a process that evolves over time and is influenced by the changing bases of mutual trust formation.

Research Policy

## University-industry collaboration and firms' R&D effort

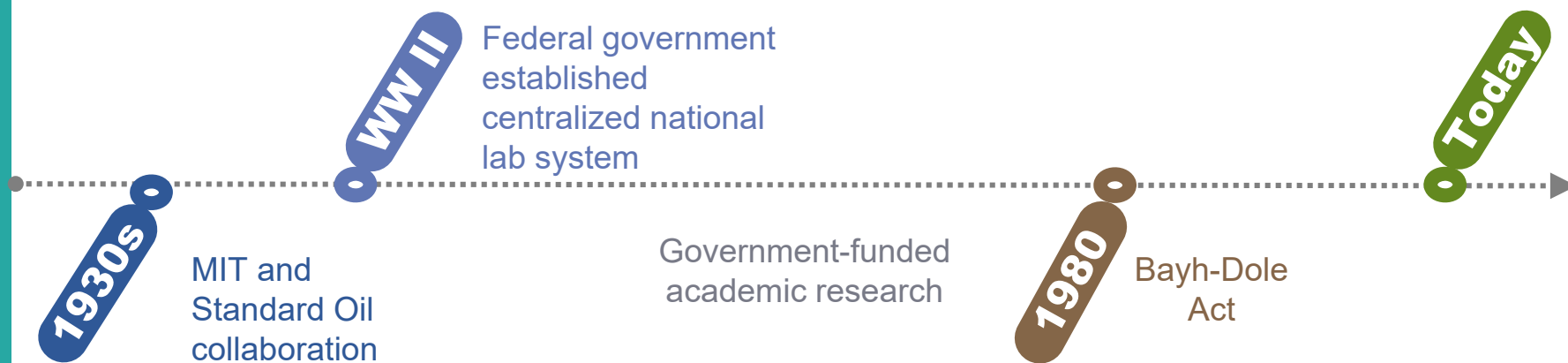
Alexandra Scandura

<sup>1</sup>University of Regensburg, Germany; <sup>2</sup>University of Bamberg, Germany

**ABSTRACT**  
This paper examines the relationship between university-industry collaboration and firms' R&D effort. We find that trust formation is a process that evolves over time and is influenced by the changing bases of mutual trust formation.



# Industry, Academic and Government Collaboration History



# Mertonian Norms

Universalism

Communalism

Disinterestedness

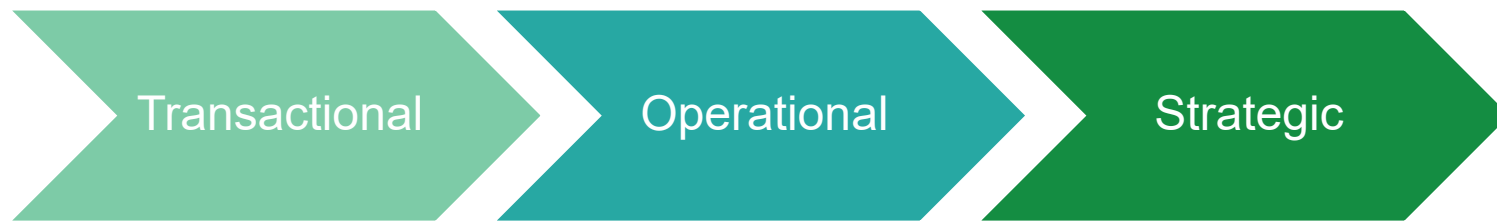
Organized  
Skepticism

# Organizational Drivers



Reproduced from Ivascu L, Cijaliu B, Draghici A. (2016). Business model for the university-industry collaboration in open innovation. *Procedie Economics and Finance* 39(674-678).

# Industry and University Relationships



# Barriers to Collaboration within the Tobacco Industry

"American Cancer Society policy prohibits partnering with any research or public health effort that takes tobacco industry support. It is unethical to take money earned off the top cause of preventable deaths in the world."

Source: [pressroom.cancer.org/releases?item=720](http://pressroom.cancer.org/releases?item=720)

"WHO will not partner with the [Philip Morris International] Foundation. Governments should not partner with the Foundation and the public health community should follow this lead."

Source: [cnbc.com/2017/09/28/who-tells-governments-to-reject-philip-morris-funded-smoking-foundation.html](http://cnbc.com/2017/09/28/who-tells-governments-to-reject-philip-morris-funded-smoking-foundation.html)

*"Editor: We recognise the **tobacco industry is a controversial subject** for many readers. However, many chemists work in this field and we are committed to providing an accurate representation of career paths. This article aims to provide an insight into a chemist's working life and **should not be interpreted as an endorsement of the tobacco industry.**"*

Source: [chemistryworld.com/careers/working-in-the-tobacco-industry/3007194.article](http://chemistryworld.com/careers/working-in-the-tobacco-industry/3007194.article)



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# A World Without an



# Tobacco Harm Reduction

Helping reduce  
underage tobacco  
use

Supporting  
cessation

Communicating  
about the health  
effects of  
tobacco use

Tobacco harm  
reduction

Combusted Tobacco  
Products

**Continuum of Risk**

Non-combusted  
Tobacco Products

**Most Harmful**

**Least Harmful**



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# Opportunities for Engagement



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# Science & Evidence



# Tobacco Harm Reduction as a Common Goal



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Thank you

