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## **MANAGEMENT OF KNOWLEDGE VALORIZATION CENTRES**

In the modern knowledge-based economy, effective management of knowledge dissemination and commercialization processes is one of the key tasks of universities and research institutions. Knowledge valorization centres act as intermediaries between academic science and industry, facilitating technology transfer, startup development, and the enhancement of innovation potential.

Managing such centres requires a comprehensive approach that combines strategic planning, organizational mechanisms, staff motivation, and integration into national and international innovation ecosystems. The purpose of this abstract is to highlight the key aspects of managing knowledge valorization centres, outline practical approaches, and analyze the challenges in their operation.

Knowledge valorization centres are organizational structures designed to evaluate, systematize, and transfer knowledge into commercially valuable forms. Their main functions include:

- Assessing and systematizing research results;

- Supporting startup projects and entrepreneurial initiatives of students and researchers;

- Disseminating knowledge among industrial partners and businesses;

- Participating in the creation of innovation clusters and ecosystems.

Effective management requires a clear organizational structure, which includes:

- Director or Centre Head, responsible for strategic development;

- Scientific Coordination Department, handling research evaluation and scientific developments;

Technology Transfer Department, responsible for knowledge commercialization and cooperation with business;

Administrative Staff, ensuring documentation and operational logistics.

Key approaches in managing knowledge valorization centres include:

Strategic Planning – setting long-term goals, defining core activities, and establishing partnerships.

Project Management – implementing scientific and innovation projects within deadlines and resource constraints.

Personnel Motivation – introducing incentives for researchers and project managers (grants, awards, publications).

Information Support – using modern IT systems for managing knowledge, patents, startup projects, and partner contacts.

Major challenges include:

Insufficient funding for establishing and developing centres;

Low awareness among researchers about knowledge commercialization;

Lack of coordination between universities, research institutes, and industry;

Limited integration into international innovation ecosystems.

To increase the effectiveness of knowledge valorization centres, it is advisable to:

Implement a monitoring system for projects and centre performance;

Develop training programs for researchers on technology transfer\$

Create partnerships with industry and venture funds for innovation financing;

Use digital platforms for knowledge management and communication with stakeholders.

Management of knowledge valorization centres is a key element in developing the innovation ecosystem of universities. Effective management combines strategic planning, organizational structure, personnel motivation, and digital technologies. Implementing these approaches contributes to enhancing innovation potential, developing startups, and strengthening collaboration between science and business.

**Keywords:** management, knowledge valorization centres, technology transfer, innovation ecosystem, startups, student motivation.