University Industry Linkages and Relationship Evolution

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Innovation in Australian Business – collaboration (ABS, 2012 reporting on 2010-2011)

- Suppliers: 43.2%
- Clients, customers or buyers: 39.9%
- Competitors/businesses from same industry: 27.5%
- Consultants: 27.4%
- Other business(es) related to the business: 21%
- Government agencies (no research institutions): 6.1%
- Universities / higher education institutions: 5.4%
- Other research inst. - government/public: 3%
- Other research inst. - commercial: 2.9%
- Other organisations: 2.3%
- Other research inst. - private non-profit: 1.8%
Australia’s University Industry Links

**Figure 7.1:** Firms collaborating in innovation with higher education institutions, 2002–04

University Industry Linkages

Current research in University Industry Links
University Industry Linkages

Method

Literature review

A Interviews

B Survey

Future research

30 interviews
  • 15 GER, 15 AUS
  • 15 university, 15 industry
  • Experienced informants

Analysis using NVIVO

Published: Plewa, Korff, Johnson, Macpherson, Baaken and Rampersad (2013)
University Industry Linkages

Results - Evolution

1. **Initiation Phase**
   - Getting to know each other

2. **Engagement Phase**
   - Working together

3. **Advancement Phase**
   - Being a real team

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**Dissolution**

Or

**Latent phase**
Drivers of UIL success

Communication
Phase 1 - Quality of communication
Phase 2 - Bi-directional, open communication
Phase 3 - Discussions going beyond project

Understanding
Phase 1 - Understanding of partner’s needs
Phase 2 - Understanding partner & its environment
Phase 3 - Acting in an integrated manner

Trust
Phase 1 - Trust in reputation and credibility
Phase 2 - Trust in the individual
Phase 3 - Trust in the relationship

Individuals
Phase 1 - Synergy, based on similarity
Phase 2 - Development of personal relationship
Phase 3 - Personal relationship; often friendship

Results - Success
- Success Drivers

UIL Success

Phase 1 - Establishment phase
Clear definition of project goals, plan, deliverables
Ease of reaching agreement

Phase 2 - Engagement phase
Completion of project-specific deliverables

Phase 3 Advancement phase
Continuing engagement
Word of mouth
Method

A Interviews

B Survey

Online survey
- Final sample AUS 217 academics
  132 reported 3 relationship phases
- 54.5% research; 38% research & consultancy

Analysis using AMOS
University Industry Linkages

Results

- Establishment phase
- Engagement phase
- Advancement phase

Trust

Outcome

Ease of reaching agreement

Word of Mouth

Ease of reaching agreement

Understanding

Communication

Individuals

Word of Mouth

Understanding

Ease of reaching agreement

Communication

Individuals

Trust

Ease of reaching agreement

Understanding
University Industry Linkages

**Initiation phase**
- Personal suitability
- Synergy between partners
- Communication quality

**Engagement phase**
- Personal relationship
- Establish communication mechanisms (structure and accessibility)
- Consistency
- Appreciate partner’s capabilities, interests, characteristics, operations

**Advancement phase**
- Develop interpersonal links
- Ad hoc assistance and liaison beyond projects
- Broaden communication content to identify new opportunities
- Focus on trust for positive Word of Mouth

- Related support, e.g. Avert mismatch in partners etc.
- Related support, training and coaching of partners

**Facilitators**
- Establish policy and incentives to retain and train staff critical to UIL’s.
- Promote consistent positive approach to university dealings with industry.
Thank you for your attention!
Any questions?

Tell me and I'll forget.
Show me and I'll remember.
Involve me and I'll understand.
Confucius

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