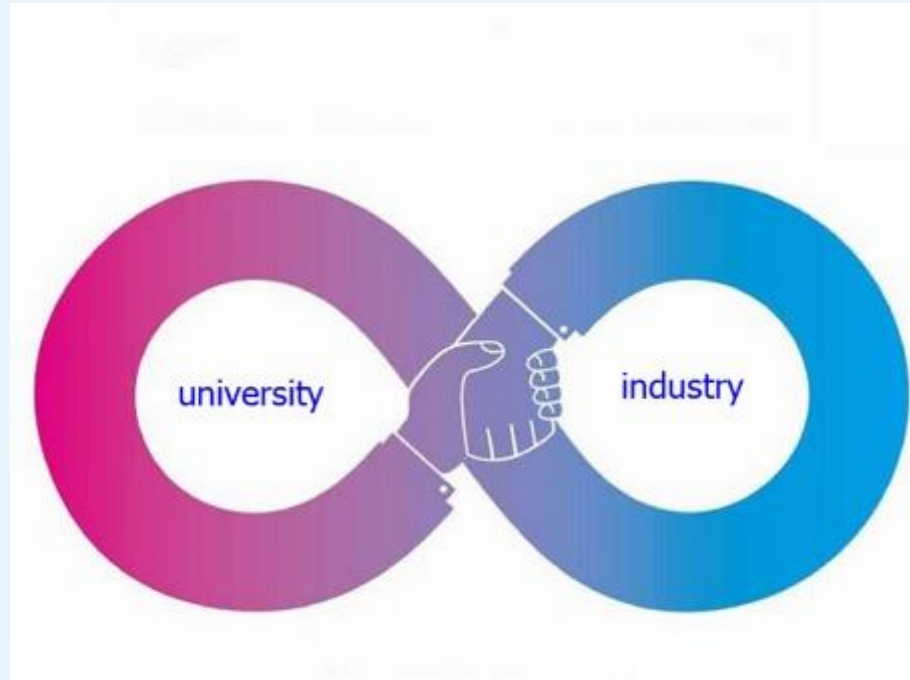
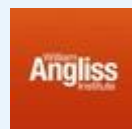


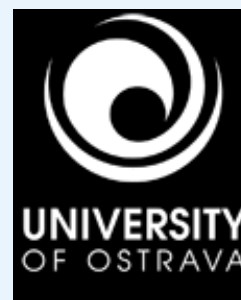
Establishing Cooperation with Private Companies



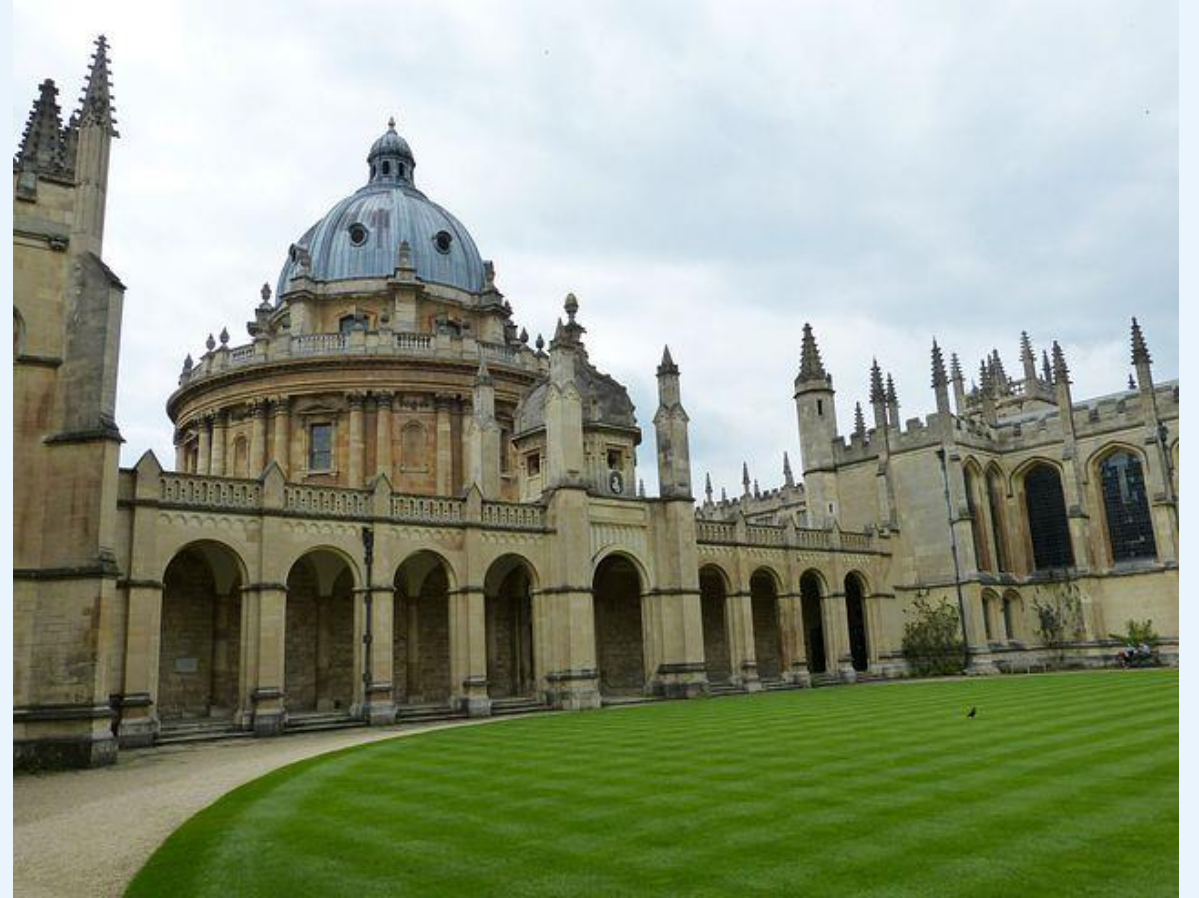
**J.S. Perry Hobson, Director - Academy of Tourism and Executive Board Member for International Relations
Breda University
Editor-in-Chief, Journal of Vacation Marketing
Int'l Advisory Council - Ostrava University**



Perry Hobson



Traditionally Universities Were “Removed” from Society (All Souls’ College, Oxford University – Best Job I Ever Had!)



But - Why Does Your University Want to Establish Relationships Between Universities and Private Companies?

My First Question - What are your reasons?

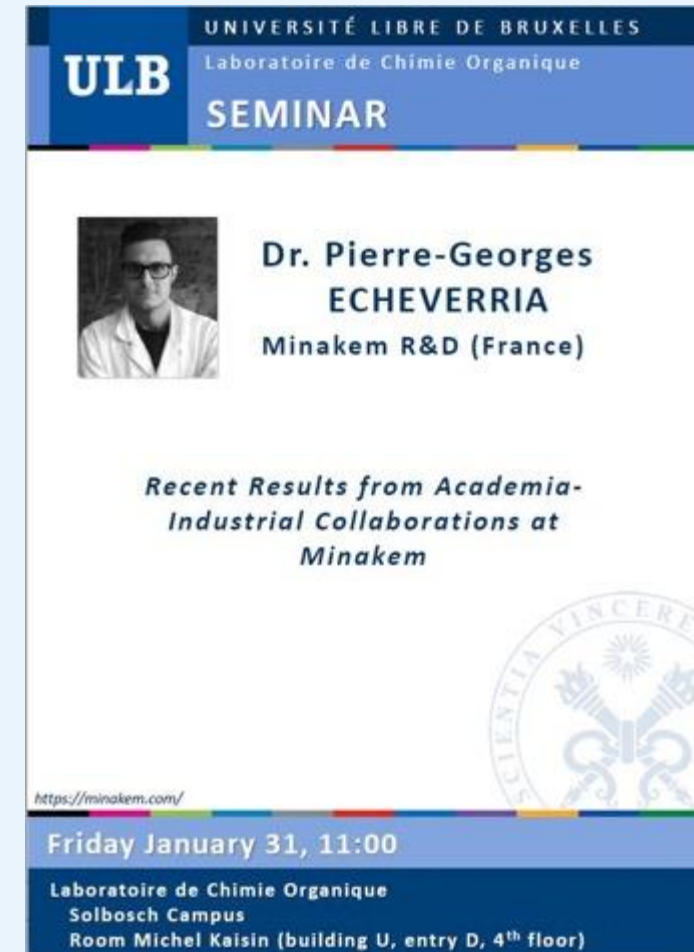


Now – A Global Discussion on Building Better University-Industry Relationships



Source: <https://www.linkedin.com/pulse/how-can-we-develop-effective-mutually-beneficial-help-tomas/>
<https://www.amrita.edu/event/industry-university-partnerships-for-sustainable-development-goals/>

Conferences/Workshops on Improving University-Industry Collaborations



Source: <https://www.linkedin.com/pulse/how-can-we-develop-effective-mutually-beneficial-help-tomas/>

<https://www.amrita.edu/event/industry-university-partnerships-for-sustainable-development-goals/>

What Have Typically Been the Collaborations With Industry?

WHAT ARE THE THREE CATEGORIES OF UNIVERSITY-INDUSTRY COLLABORATION?		
 Relationships	 Mobility	 Transfer
Research Partnerships Arrangements for joint projects Research Services Research-related activities commissioned to universities by industrial clients Shared Infrastructure Shared use of university labs and equipment	Academic Entrepreneurship Start-up or spin-off companies created by academics Human Resource Exchange Cross-sector training, internships and hiring	Commercialization of Intellectual Property Licensing of university-generated intellectual property to firms Scientific Publications Use of codified scientific knowledge within industry Informal Interaction Formation of social relationships through conferences, meetings and social networks

University-industry collaboration needs to be at the heart of global economic recovery



Strong partnerships will ensure that research benefits economies and brings value to local communities

Research and innovation proved their value during the pandemic. From promising vaccine candidates to the technology that allowed workforces to move online, universities and businesses showed that those with strong research and development bases were able to make a difference in the world.

This expertise will be even more important as countries rebuild. Universities and industry will need to collaborate to pool resources, according to the many experts who took part in a series of roundtables and salons, held in partnership between Times Higher Education and technology company Huawei.

Universities must collectively make a case for the role they can play in their countries' recoveries, panellists said. In large part, that will involve showing their value to local communities. In creating civic research hubs, universities must keep the benefits for the public in mind and should be receptive to ideas sparked in the community.

Public Private Partnerships Needed at Every Level in Society

Example: How Can Macau Re-Open its Tourism Industry?

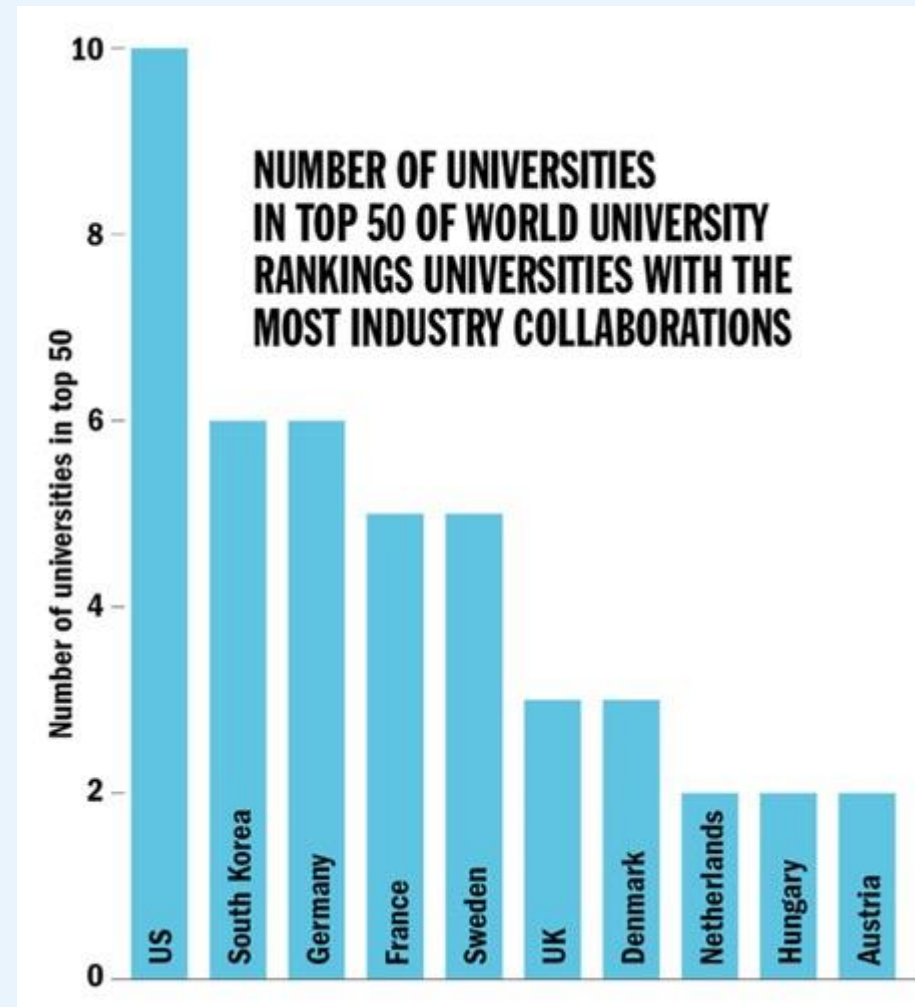
2022



Building Alliances, Public-Private Cooperation Key to Reopening Tourism – Experts

“A coordinated effort involving the government, universities and many private actors, including integrated resort operators, airlines, travel agents and suppliers, to reopen the city’s tourism industry beyond pandemic-related restrictions will be needed”, said hospitality and tourism scholar Dr Glenn McCartney at a recent lecture held by the British Chamber of Commerce in Macau (BrtitCham Macao).

Universities/Countries with the Most Industry Collaborations



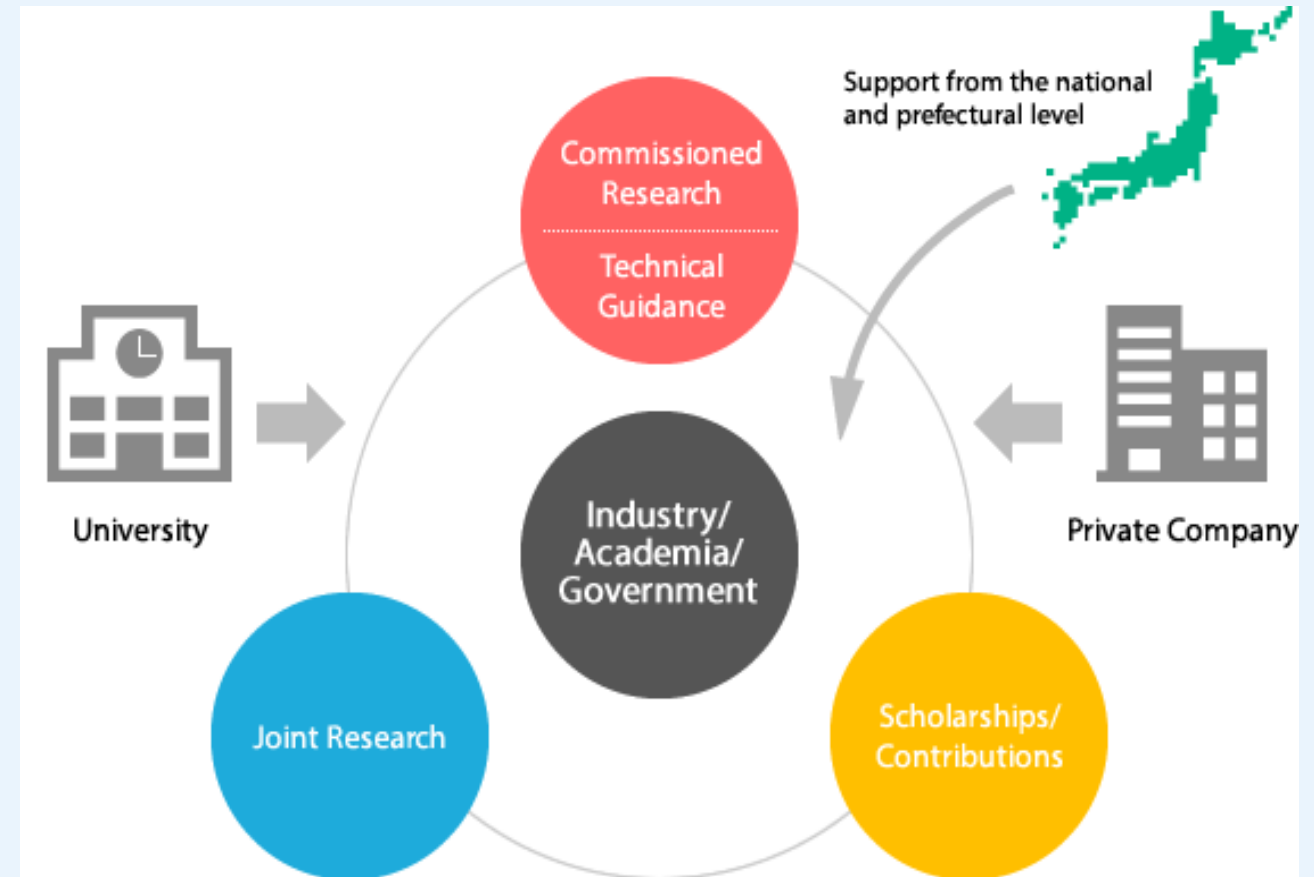
European countries dominate this list:

- Germany
 - France
 - Sweden
 - UK
 - Denmark
 - Netherlands
 - Hungary
 - Austria
- **But** - the Czech Republic is not here

Example: University-Industry Collaborations - Japan

“The research centers of Meijo University want to help your company differentiate itself from the competition and enhance your competitiveness.

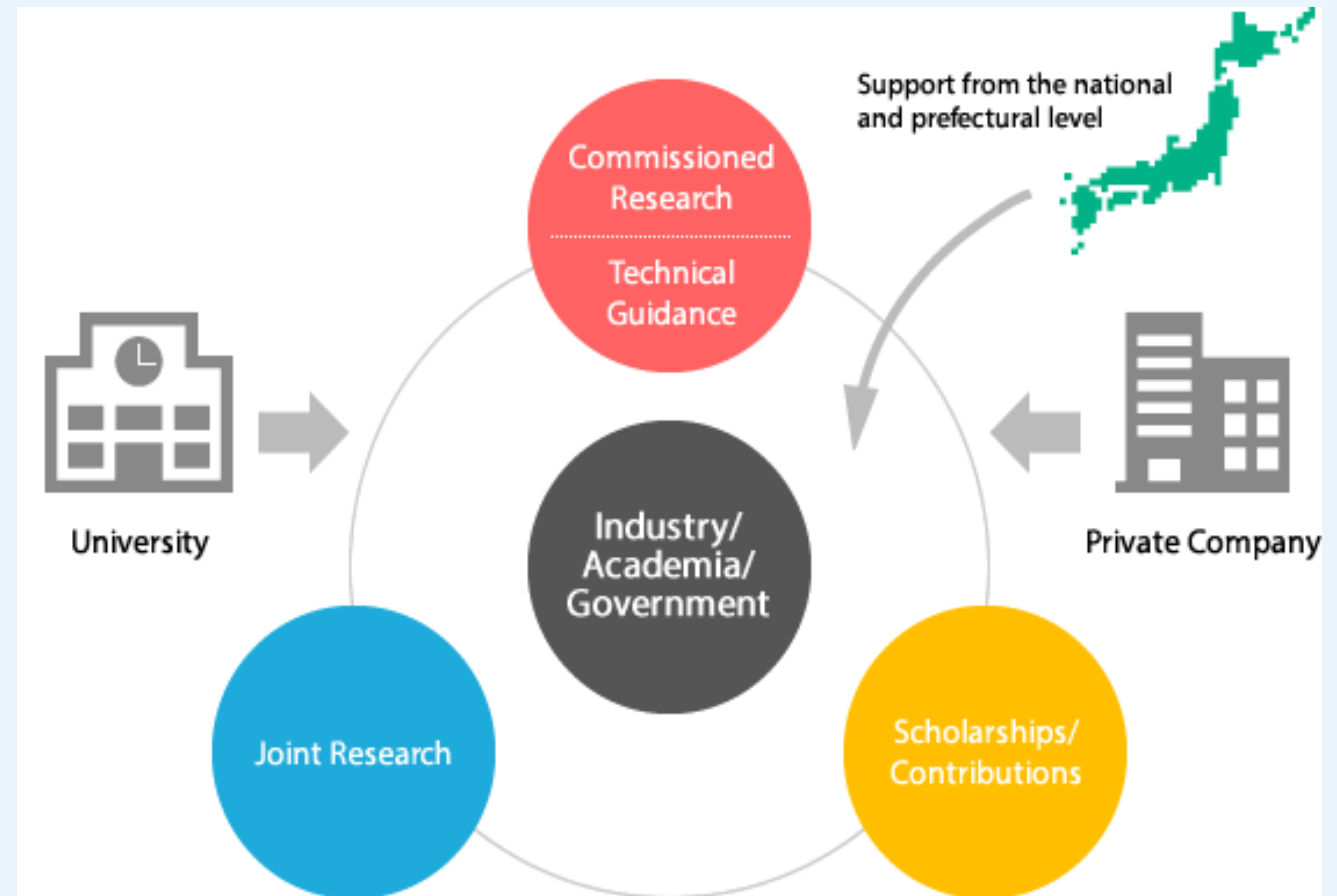
Collaboration among industry, academia, and government not only leads to the development and commercialization of innovative new products, but exchanges with universities also offer a variety of benefits, including cultivating talented personnel, accumulating state-of-the-art know-how, and generating a positive impact on your brand”.



Three areas of engagement and involvement

Benefits of Industry/ Academia/ Collaboration

- Development of technologies and products that are difficult to implement on one's own
- Introduction of advanced specialized technologies, know-how, and expertise
- Use of state-of-the-art facilities
- Nurturing of human resources
- Making connections with new networks of contacts



University–Industry Engagement

Taking a Longer Term Bigger Picture Perspective



Questions for you to think about?

- Is it a core and necessary part of your university's 'mission/vision'?
- Is it seen as a important but not essential 'add-on' activity?
- Something that is only done on an 'ad hoc basis - if a department/individuals have the time and interest (and/or a project when they need it?)

Example: University–Industry Engagement Key Strategic Focus of this UK based University



A Blueprint for Industry Engagement

*Whether it is engaging industry experts to address specific skills gaps by launching new academic programmes, or pursuing cutting-edge research to solve real-world commercial challenges, **we have built a reputation for understanding and responding to the needs of business.***

*We are proud of our industry partnerships and **continue to build sustainable long-term relationships with a diverse range of organisations.** Our goal is to help drive local, regional and national economic growth and prosperity by delivering the skills and innovation industry needs, while **ensuring our students benefit** from the connections we make.*



Example: University-Industry Engagement – Strategic Partnership

Siemens Energy Partnership

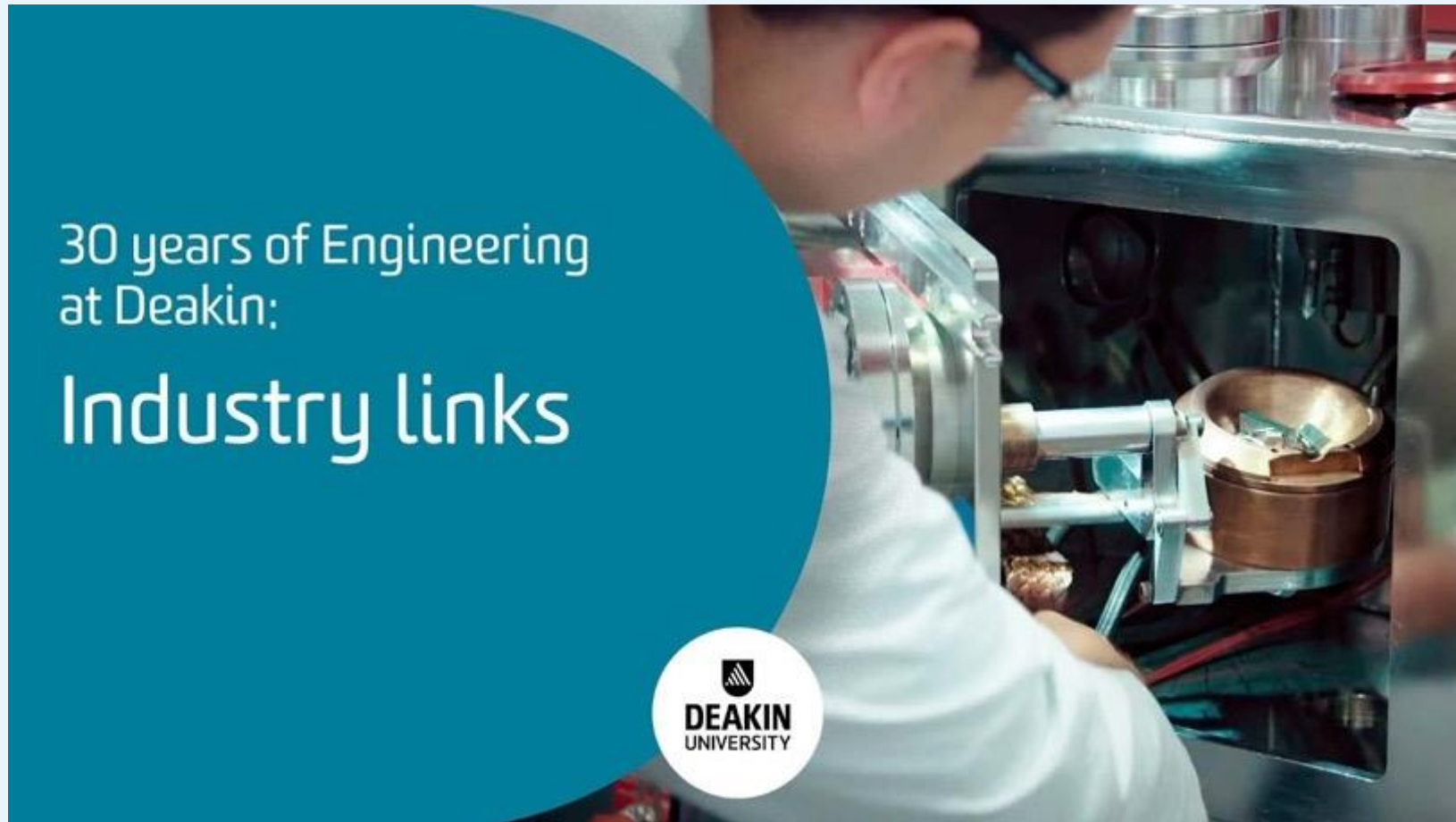
In 2009, in collaboration with Siemens the University of Lincoln established the first dedicated new engineering school to be created in the UK for more than two decades.

Lincoln is now one of only a handful of UK universities to hold **Siemens Global Principal Partner status**, a recognition of the University's wide-ranging **research collaborations** and success in **developing graduate talent with the company**.

By incorporating **industry input in course content**, providing **work experience placements**, and offering valuable opportunities to **contribute to cutting-edge research**, graduates are prepared to make an immediate contribution on entering the workplace.



Making Use of Industry Links as Part of Your Marketing to Attract Students



This 2021 YouTube video promotes the links this Australian has with industry

Discover more about Deakin's invaluable industry partnerships, and how they ensure engineering students graduate job-ready.

<https://www.youtube.com/watch?v=nGpdIRgzQMY>

But - It Doesn't Matter What Department/Faculty You Are ...You Can Engage



Department of Languages and Intercultural Studies

The Department of Languages and Intercultural Studies at Heriot-Watt University is one of the most established departments of its kind in the UK. Over 50 years, we have built strong links with industry bodies and other higher education institutions which share our vision of language learning for a professional purpose.

Example: Industry Links as Part of a UCLAN's University Marketing

University of Central Lancashire

MA Design (With Professional Placement)

INDUSTRY LINKS

- ◆ CHASE
- ◆ LEVI'S
- ◆ ADIDAS
- ◆ NIKE
- ◆ LONDON
- ◆ SUPERDRY
- ◆ TEMPERLEY
- ◆ FRED PERRY
- ◆ BLUE MARLIN
- ◆ FASHION ONE
- ◆ INDUSTRY LINKS
- ◆ MOTHER LONDON
- ◆ HARRODS
- ◆ And Many More...

HIGHLIGHTS :

- ✈ 31 GFW Awards
- ✈ Over 226 Design student awards since 1980
- ✈ Voted the top UK University for entrepreneurs
- ✈ 100% student satisfaction for placement in NSS
- ✈ School of Art, Design and Fashion founded In 1859
- ✈ Guardian League Table Top 20 for Fashion and textiles
- ✈ Project Work, Placement opportunity & Industry Links cited as exemplars within the Fashion and Design Sector
- ✈ Course covers topics - Graphics/Children's Book Illustration/Interior/Fashion Design/Promotion Marketing/Ceramics

SCHOLARSHIP UPTO £4000
DURATION: TWO YEARS
TUITION FEE: £13200
(NO ADDITIONAL FEE FOR THE SECOND YEAR)

 **UNI ARK**
STUDY ABROAD PVT. LTD.

This ad clearly names the companies that the fashion companies that they have links with

Global Industry Links as Part of a University's Positioning and Marketing





This 2022
YouTube video
promotes the
over 1,000
global links
this UK
university
claims to have

“Middlesex has a global network of over 1,000 professional and industry connections. Find out how we work with them to design our courses, teach you the latest developments for your subject and give you opportunities for work placements and your future career ”

Watch This Link - <https://www.youtube.com/watch?v=uqELC52x4e0>

Czech Example: Masaryk University and its Cooperation Links with Industry




[Čeština](#) [Українська](#)

[Study at MU](#) [Research](#) [About us](#) [Help for Ukraine](#) [Students](#) [Employees](#) [Alumni](#)






[Home](#) > [Cooperation](#) > [Partnership](#) > [Partnership with companies](#)

We work with the private sector

Long-term partnerships with companies are proof that our work is meaningful even outside of the university. We do not wish to be an isolated island of learning but a useful partner in real life.



MU partners



Areas for Cooperation with Private Companies

A partnership with MU will provide you with...

New colleagues and employees

Reach out to over 35,000 students and engage them in your projects during their studies. Approximately 9,000 successful graduates are looking to start their careers every year. You should be able to find your future team leaders at MU.

Technologies and research

Utilize MU research results for your business purposes. Let us help you launch a tailored research project in your field. Make use of our cutting-edge technologies and state-of-the-art laboratories.

Opportunities for promotion

Take advantage of advertising space, print materials and university events to promote your brand. With us you will be able to reach out to several target groups simultaneously.

What Do Their Industry Partners Say....

What brings us together with companies?



“Cooperation with MU has proven to be a long-term asset. Thanks to our partnership with the university we have a greater opportunity to be close to students, build up our brand name recognition among young people on the Czech job market and introduce them to opportunities offered by KB. We are also able to target individual students, support specific activities they participate in and contribute financially to interesting projects organized by MU. We appreciate the opportunity to directly interact with young university-educated people who have potential for development at KB.”

Lukáš Mašek

Personnel Marketing Specialist, Human Resources, Komerční banka, a.s. – MU partner

BUT - There Can Always Be Objections To Working With Private-for-Profit Companies



This is often a complex area – this article related to fossil fuels.

But - should Oxford University not have worked with Astra-Zeneca to develop a COVID vaccine?

More Questions – What is Your Current Situation?

- Which companies are you currently engaging with?
 - Czech
 - International
- How are you engaging with them? What sort of levels, activities?
 - Is it *ad hoc* on a needs-must project basis?
 - On-going relationship/dialogue
 - Strategic university partner
- Who in your university is responsible?
 - Central
 - Faculty/Department
 - Research Centre
 - Other?

Question – What is Your Preferred Future Situation?

- Which companies would you like to engage with?
- Why/how have you identified these companies
- What sort of outcomes are you looking for?
- What sort of activities would you and your colleagues, university like to be involved with?

Southern Cross University and Winning the Australian National Tourism Award. Why Did We Win?



- Industry Advisory Board – to advise on course content
- Internships – included in all our u/g programmes
- Accessible education – largest distance learning provider with p/t working students
- Offshore delivery with industry partners – NATAS in S'pore
- Pacific Asia Travel Assic (PATA) Executive Development Ansett Airlines 2-yr p/t Diploma programme
- Centre for Gambling Education & Research
- Centre for Regional Tourism Research
- The Intercontinental 'Hotel School' Sydney – a unique public/private partnership
- Established the Broadwater Business School with Broadwater Hotels & Resort company in WA
- Active '*Guest Lecture*' programme

Creating & Building 'Win-Win' Relationships With Industry



Mulpha Australia - Part of a Diversified Malaysian Property and Engineering Company



Intercontinental Sydney

This relationship happened 'by accident' when Mulpha bought the InterCon hotel. So this was a commercial relationship that had to morph into being about something more than the profit



Hyatt Gold Coast



Hayman Island



Creating & Building 'Win-Win' Relationships With Industry



BROADWATER BUSINESS SCHOOL Western Australia

In association with



Our 'Journey of Discovery'



On behalf of the entire leadership team of Broadwater Hotels and Resorts, I am proud to introduce your personal handbook to the traineeships, apprenticeships, certificate and diploma courses, and university degrees available through the Broadwater Business School of Western Australia.

Broadwater has joined with two of Australia's most awarded providers of hospitality and tourism education and training, the Southern Cross University and the Australian School of Tourism and Hotel Management, to create the Broadwater Business School. This innovative educational collaboration provides a platform for our valued employees to gain unrivalled access to industry training and tertiary education, equal to the best available anywhere in Australia and based right here in Western Australia.

Broadwater is committed to providing you with the necessary resources and opportunities to grow and develop, recognising that we must all grow together if we are to build a sustainable business for the future. We wish you every success and support during your study for attainment of the qualifications on offer through our Broadwater Business School and we look forward to a mutually rewarding future as we continue on our Journey of Discovery together.

Scott Cagar
Chief Executive Officer
Broadwater Hotels and Resorts



We are excited to be working in association with Broadwater Hotels and Resorts, and our long standing education partner the Australian School of Tourism & Hospitality Management (ASTHM), to form the Broadwater Business School. This initiative is unique to the hotel industry in Australia, in that it offers the full range of educational opportunities to employees of Broadwater Hotels and Resorts - from Certificate level to a Masters degree.

Delivering industry relevant education and research is the recognised hallmark of the The School of Tourism and Hospitality at Southern Cross University (SCU). It is through having this clear focus that SCU has won the prestigious National Tourism Award for Training and Education twice. Over the years SCU have worked with a number of industry organisations, such as the Club Managers Association of Australia (CMAA), Ansett Australia Airlines and Tourism Queensland (TQ). The ability to deliver our degree programmes by external study means we are able to offer courses to wherever Broadwater employees might be living and working. In fact, over 400 of our 1,400 students are already studying with us externally.

The Broadwater Business School offers you the opportunity to develop your skills and education while working. My colleagues at Southern Cross University (SCU) and the Australian School of Tourism and Hospitality Management (ASTHM) in Perth look forward to working with you as you achieve your education and career goals.

Paddy Wilson, PhD
Head, School of Tourism & Hospitality Management
Southern Cross University



The Australian School of Tourism and Hotel Management is proud to be an educational associate of the Broadwater Business School together with our educational partner Southern Cross University and industry partner, Broadwater Hotels and Resorts. This association brings together educationalists, trainers and industry to offer one of the most unique education and training opportunities to hospitality and tourism employees in Western Australia.

By integrating award winning vocational education and training seamlessly with Southern Cross University Degrees, the Broadwater Business School is able to offer an extensive career path to all employees of Broadwater Hotels and Resorts. In doing this, the Broadwater Business School will help to position Broadwater Hotels and Resorts as an employer of choice for the future.

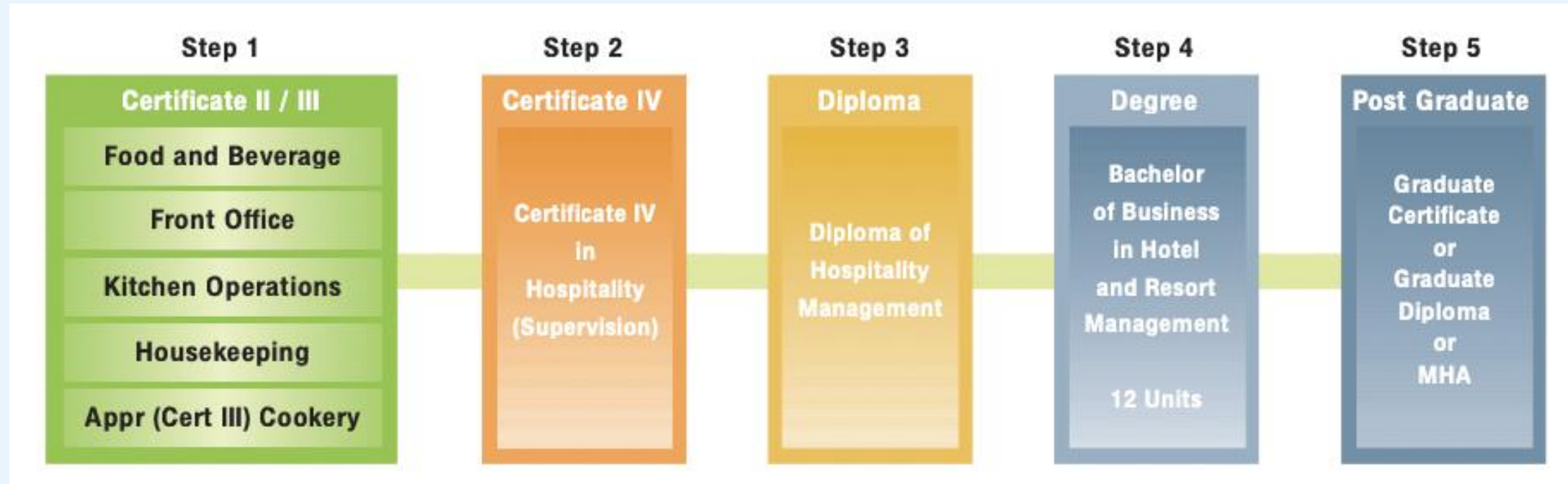
Every employee who undertakes this opportunity can feel secure in the thought that the qualifications gained through the Broadwater Business School are much more than just another in-house training program, they are qualifications you can proudly carry with you for the rest of your life. I look forward to welcoming you on your journey.

Alan Williams
Managing Director
Australian School of Tourism and Hotel Management

Developed “5 Steps to Success” – Open to All Employees of Broadwater Hotels

Focus was on talent attraction and retention

The Broadwater Business School brings together industry, education and training in a way like no other before. This unique association provides an opportunity for all of our employees to gain the best training and education available with two of Australia’s most awarded providers in the field of hospitality and tourism; Southern Cross University and the Australian School of Tourism and Hotel Management.



Established the Centre for Gambling Education and Research

Why poker machine maker Aristocrat Leisure is splurging \$5b to get into 'real money gaming'

By business reporter Daniel Ziffer

Posted Sun 19 Dec 2021 at 8:06pm, updated Mon 20 Dec 2021 at 1:24am



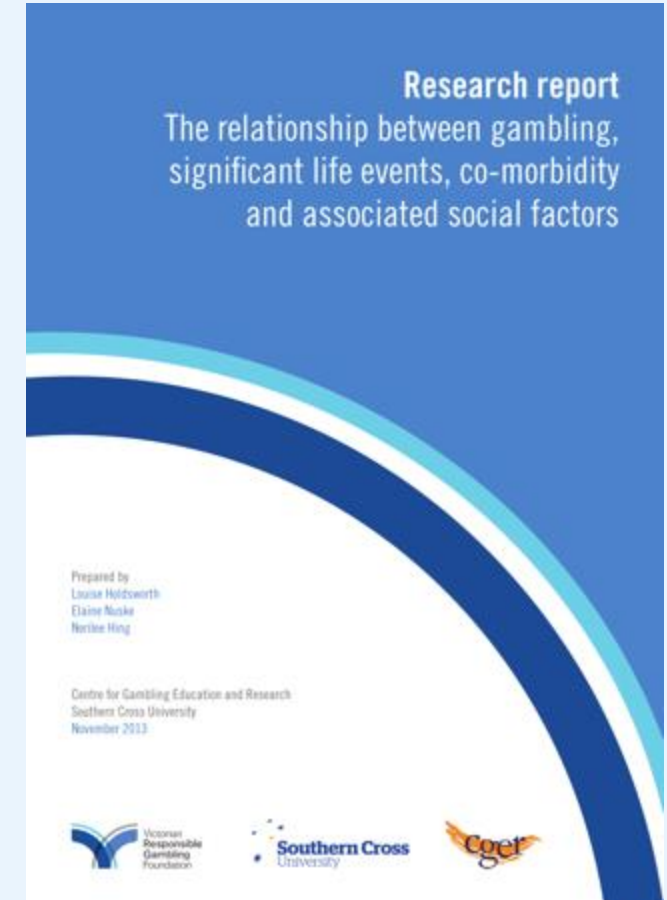
Billionaire Len Ainsworth founded Aristocrat Leisure back in 1953, but Australian Super is now the company's biggest shareholder.
(ABC News: Sarah McVeigh)

On the back of an existing education relationship with the not-for-profit Clubs in Australia (that were allowed gaming machines), we decided to focus on research. The big Casinos in Australia typically have to give 2% of revenue/profit to research. But the research was often critical of the industry and the companies approach to 'problem gaming'.

"Most Australians wouldn't know Aristocrat Leisure, even when it sits comfortably inside the top 20 biggest companies on the nation's stock exchange, with a market capitalisation that values it at nearly A\$30 billion".

Centre for Gambling Education and Research

BUT - The gaming industry often didn't appreciate our research



Examples of some of the research we did over the years

Example: S**T**udent Employment **P**rogram



A Prestigious Programme Developed by:



Taylor's University Mission "Top Employers – Top Choice"

Goal - Link and work with leading companies in every industry sector



About STEP
Student Employment Programme

Taylor's University Student Employment Programme (STEP) is a unique programme that allows selected students pursuing the Bachelor of International Hospitality Management (IHMS) programme a 'once-in-a-lifetime' opportunity to study while preparing themselves for a career with a leading hospitality group.

WHO IS THIS FOR?
Students who are currently pursuing their Bachelor of International Hospitality Management (IHMS) programme.

WHY JOIN STEP?
Participants will enjoy the following exclusive opportunities:

- Selected students will be grouped into an elite STEP class.
- Minimum three trainings / workshops under the guidance of Mandarin Oriental Hotel Group each semester.
- Secured industrial placement, in one of many Mandarin Oriental Hotel Group properties.
- Participants will gain experience working on projects, campaigns and presentations organised by Mandarin Oriental Hotel Group.
- Upon graduation and by fulfilling Mandarin Oriental Hotel Group recruitment criteria, you will be offered a middle management position / Management Trainee programme at one of the Mandarin Oriental Hotel Group properties.

DO YOU HAVE WHAT IT TAKES?
We are looking for aspiring individuals who display the following characteristics:

- Strong customer focus skills
- Trustworthy and responsible
- Composed
- Committed and loyal
- Great team player
- Always strives to deliver the best

STEPS TO APPLY

- STEP 1 - Application
- STEP 2 - Shortlisting of candidates
- STEP 3 - Interview
- STEP 4 - Selection of candidates
- STEP 5 - Issuance of appointment letter


About Mandarin Oriental

Your Career with Mandarin Oriental
Our Mission is to completely delight and satisfy our guests, we are committed to making a difference every day, continually getting better to keep us the best. Our Vision is to be widely recognized as the best luxury hotel group in the world. Mandarin Oriental Hotel Group is the award-winning owner and operator of some of the world's most prestigious hotels and resorts. Mandarin Oriental now operates, or has under development, 45 hotels representing over 11,000 rooms in 28 countries, with 18 hotels in Asia, 12 in The Americas and 13 in Europe, Middle East and North Africa. In addition, the Group operates, or has under development, 14 Residences at Mandarin Oriental connected to its properties. This opens up a wealth of exciting opportunities for you, around the world, both now and for your future.

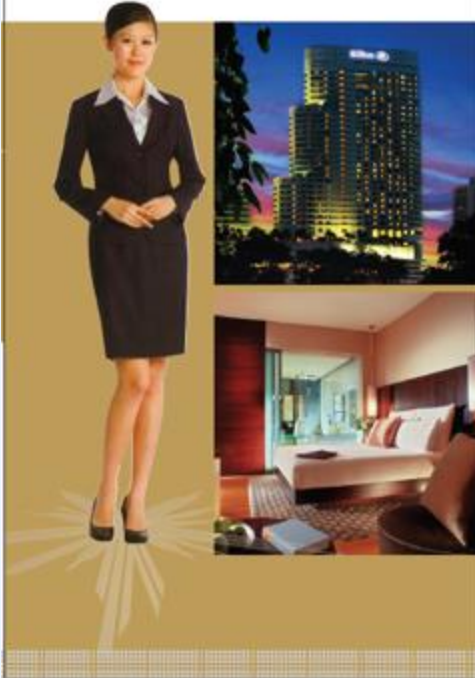
Our Commitment to your Success
Steeped in oriental heritage, Mandarin Oriental is the dynamic luxury hotel brand that gives you the opportunity to make your personal mark, by embracing and harnessing your personality so you can make a difference everyday for our guests and your colleagues. We believe that by doing this you will become the best and Mandarin Oriental will remain the best. At Mandarin Oriental Hotel Group, we are committed to providing you with the most rewarding, enjoyable and memorable learning experience and environment and effective career development opportunities. Our aim is simple and that is to ensure that you reach the desired level of competence to deliver our Legendary Quality Experiences (LQE's) in order to continually surprise and delight our guests, whilst preparing you for the next stage of your career.



How Many 'Strategic Partners' Can You Have?


STEP
Student Employment Programme

Shape your Hospitality Career with
Taylor's and Hilton Worldwide



About STEP

Student Employment Programme

Taylor's University Student Employment Programme (STEP) is a unique programme that allows selected students pursuing the Bachelor in International Hospitality Management (Hons), Bachelor of Culinary Arts & Foodservice Management (Hons), and Bachelor of International Tourism Management (Hons) Events Management programme a 'once-in-a lifetime' opportunity to study while preparing themselves for a career with a leading hospitality group.



Under the STEP partnership, the hotel group will adopt a class where the students will be carefully selected by both Taylor's and the organisation. The STEP class will also offer specially designed training sessions, workshops and seminars designed by our STEP partner while pursuing the degree programmes.

This exciting programme also provides opportunities to students to attend four to six months of industrial training in any of the hotel properties and ultimately a job offer.

WHO IS THIS FOR?

Students who are currently pursuing their Bachelor in International Hospitality Management (Hons), Bachelor of Culinary Arts & Foodservice Management (Hons), and Bachelor of International Tourism Management (Hons) Events Management.

WHY JOIN STEP?

Participants will enjoy the following exclusive opportunities:

- Selected students will be grouped into an elite STEP class.
- Minimum 3 trainings / workshops under the guidance of Hilton Worldwide every semester.
- Secured industrial placement, in one of many Hilton Worldwide properties.
- Participants will gain experience working on projects, campaigns and presentations organised by Hilton Worldwide.
- Upon graduation and by fulfilling Hilton Worldwide's recruitment criteria, you will be offered a middle management position at any one of Hilton Worldwide's properties.

DO YOU HAVE WHAT IT TAKES?

We are looking for aspiring individuals who meets the following criteria:

- Good interpersonal and people management skills.
- Good communication skills.
- Demonstrate professional work ethics and etiquettes.
- Possess leadership qualities.
- Possess creative and innovative thinking.
- Strong academic results.

STEPS TO APPLY

- STEP 1 - Application
- STEP 2 - Shortlisting of candidates
- STEP 3 - Interview
- STEP 4 - Selection of candidates
- STEP 5 - Issuance of appointment letter

About Hilton Worldwide

Hilton Worldwide offers business and leisure travelers the finest in accommodations, service, amenities and value. Since Conrad Hilton bought his first hotel in 1919 in Cisco, Texas, we have expanded geographically, produced original hotel and travel concepts, and developed innovative technologies to enhance the guest experience. Today Hilton Worldwide is the leading global hospitality company, spanning the lodging sector from luxurious full-service hotels and resorts to extended-stay suites and mid-priced hotels.



With more than 3,750 hotels in 84 countries, our trusted portfolio of hotel brands includes Waldorf Astoria Hotels & Resorts, Conrad Hotels & Resorts, Hilton Hotels & Resorts, DoubleTree by Hilton, Embassy Suites Hotels, Hilton Garden Inn, Hampton Hotels, Homewood Suites by Hilton, Home2 Suites by Hilton and Hilton Grand Vacations.

Since our founding 92 years ago, Hilton Worldwide's commitment to creating exceptional guest experiences remains unchanged, and our more than 130,000 team members continue to bring the highest quality of service to the world's visitors.

How Does STEP Work?

STEP is a **Strategic Recruitment Plan** that starts **2 years** before student graduate

Why **STEP**?

- Talent Search
 - Develop a **Pipeline** of **Talents** that meets your standards
 - Groom students through the process of **enculturation**
 - Employ fresh graduates that meet your **talent development standards**
- The partner endorses a cohort of **8 students** at the start of their two year Bachelor Degree program (out of a cohort of 250) so.....**the cream of the crop!**
 - Students will apply and go thorough series of interviews and tests conducted by TU & Partner Hotel.
 - Successful applicants will be grouped into a dedicated class.

Partner Hotel Commitments

- Partner Hotel provide a minimum of **3 trainings** per semester to create brand awareness and allow great visibility to students with the Partner Hotel identity
- Partner Hotel will have all 8 - 17 students undergo their internship in any of its Worldwide or South East Asian property **twice** in the duration of studies
- Partner Hotel will offer students to any of it's Malaysian properties for the 1st Industrial Training (3 Months) and offer a minimum of 8 overseas properties for the 2nd Industrial Training (4-6 Months)
- Partner Hotel will have the opportunity to know the students during the two years, follow their scholar progressions and also monitor them during **two internships**
- Upon graduation and fulfilling the Partner Hotel's recruitment criteria, students will be given priority for employment at a middle management position or into Management Training Program any of its Worldwide or South East Asian property

Another Part of my Role in Malaysia - Offering Students Global Experiences



Student mobility is not ONLY about exchange – its also about international internships, virtual internships and projects

It's More Than Exchange, or Study Abroad – Internships and Projects



It's also about
establishing the links
locally not just globally



How Do You Find the Companies to Build a Relationship With?



Question - What tend to be the key factors?

How Do You Find the Companies to Build a Relationship With?



Factors are often:

- Proximity - companies close to your university
- Shared Interest – on research, student employability?
- Shared connection – alumni

What to Do?

- Understand industry and company problems (they may be quite different)
- Aim to find a common ground or goal to work on.
- Identify an issue/problem. Start small and then build-up trust

“What is Industry/Company Asking or Telling You?”



It's Not Just About Talking ...But Also About Learning to Listening

In Malaysia We Also Developed Links with Embassies - and their National 'Chambers of Commerce'



Example: Working with the Italian Embassy and Chamber of Commerce in Malaysia – “An Italian Week in ASEAN”



Students worked with companies who were one of the 140 members of the Italian-Malaysian Chamber of Commerce on a project – this was the presentation of the Top 10 projects to the the Embassy/Chamber of Commerce

This Led to: Offering Students Global-Local Experiences



Links with the Ambassador and Deputy Head of Mission



Offered our students the opportunity

Then ... Offering Students Global Experiences - Locally



Menu for the dinner



Students and MasterChef

Offering Students Global Experiences - Globally

TRUFFLE HUNTING IN ITALY – TAYLOR'S CULINARY ARTS STUDENTS FIND 'BLACK GOLD'

The latest culinary study tour took a group of Taylor's students to northern Italy, where they not only went truffle-hunting but also saw how Parmesan cheese, balsamic vinegar, Parma ham and a range of wines are all produced.



Chef Khairul and students visiting the Azienda Agricola Reggiani



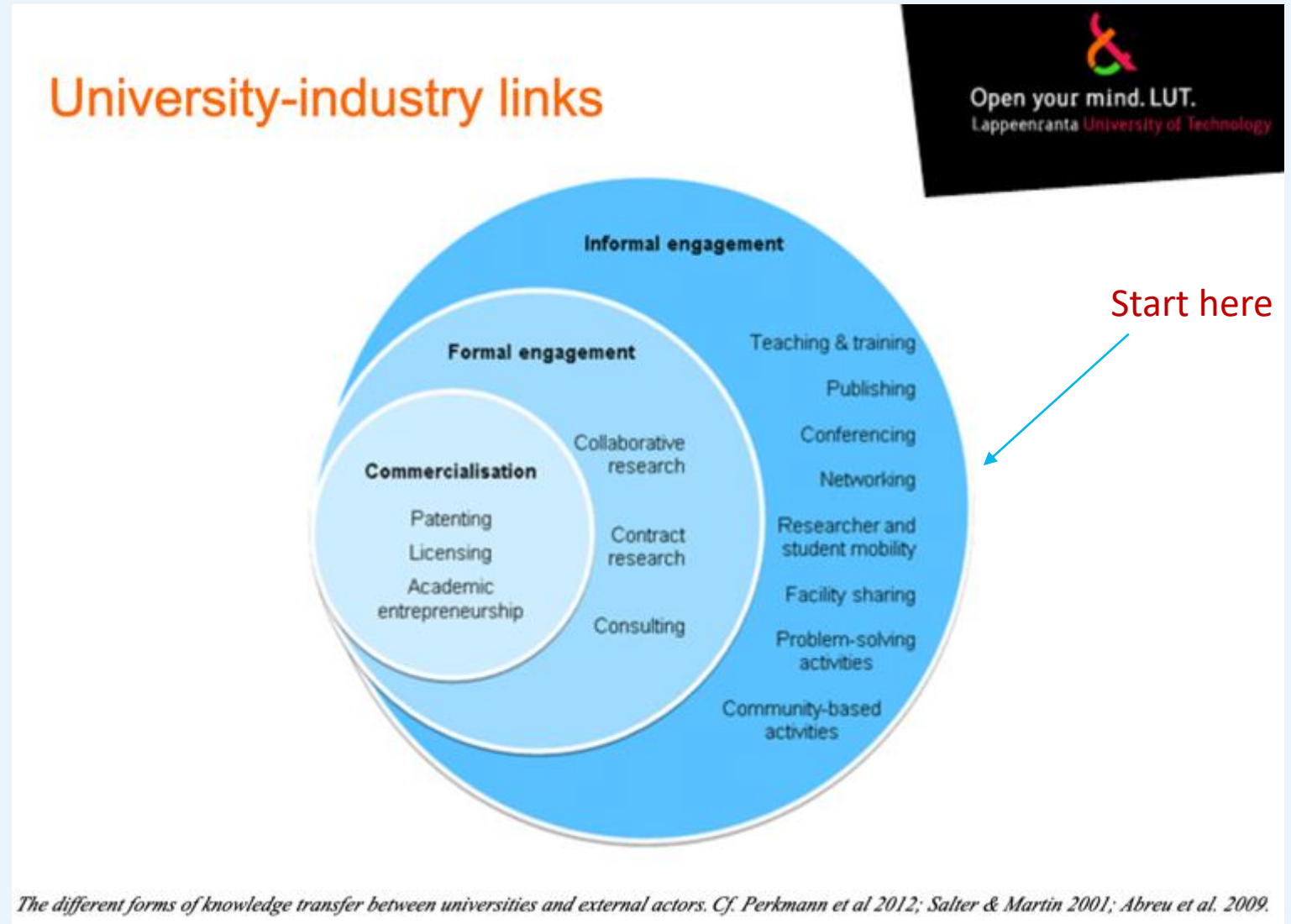
On the Appennino Company Website

Different Types and Levels of Engagement

Three Levels:

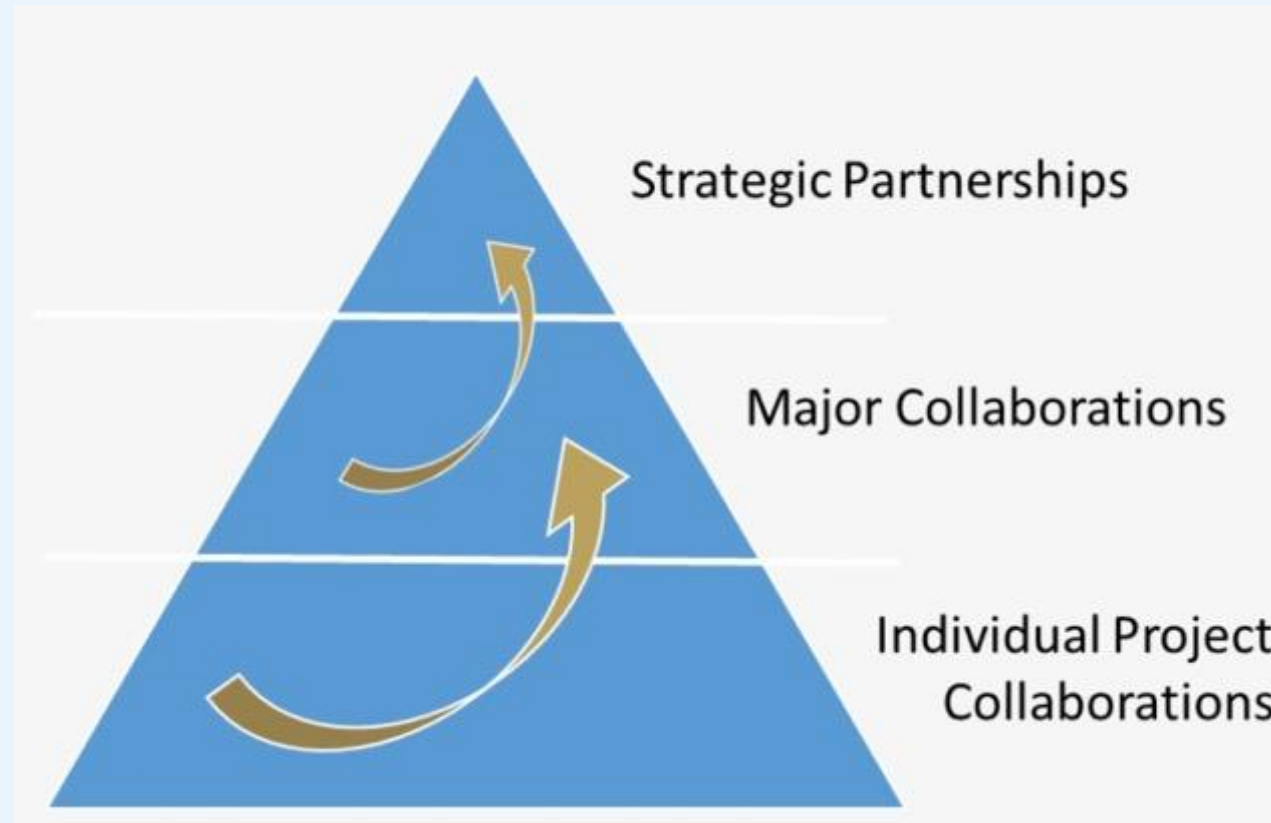
- Commercialisation
- Formal engagement
- Informal engagement

We tend to focus on the commercialisation as it's a tangible outcome, but these are relationship. So to me informal is the place to start



Developing Key Strategic Partners - Takes Time

Creating a relationship and developing trust



It's About Identifying, Building And Maintaining Relationships At multiple levels and events



Australia – Student Mobility



United Kingdom- Bett



Dutch and Finnish Embassies

A Phone Call from the American Embassy - They Wanted us to Host a Guest Lecturer



Inspecting the Campus



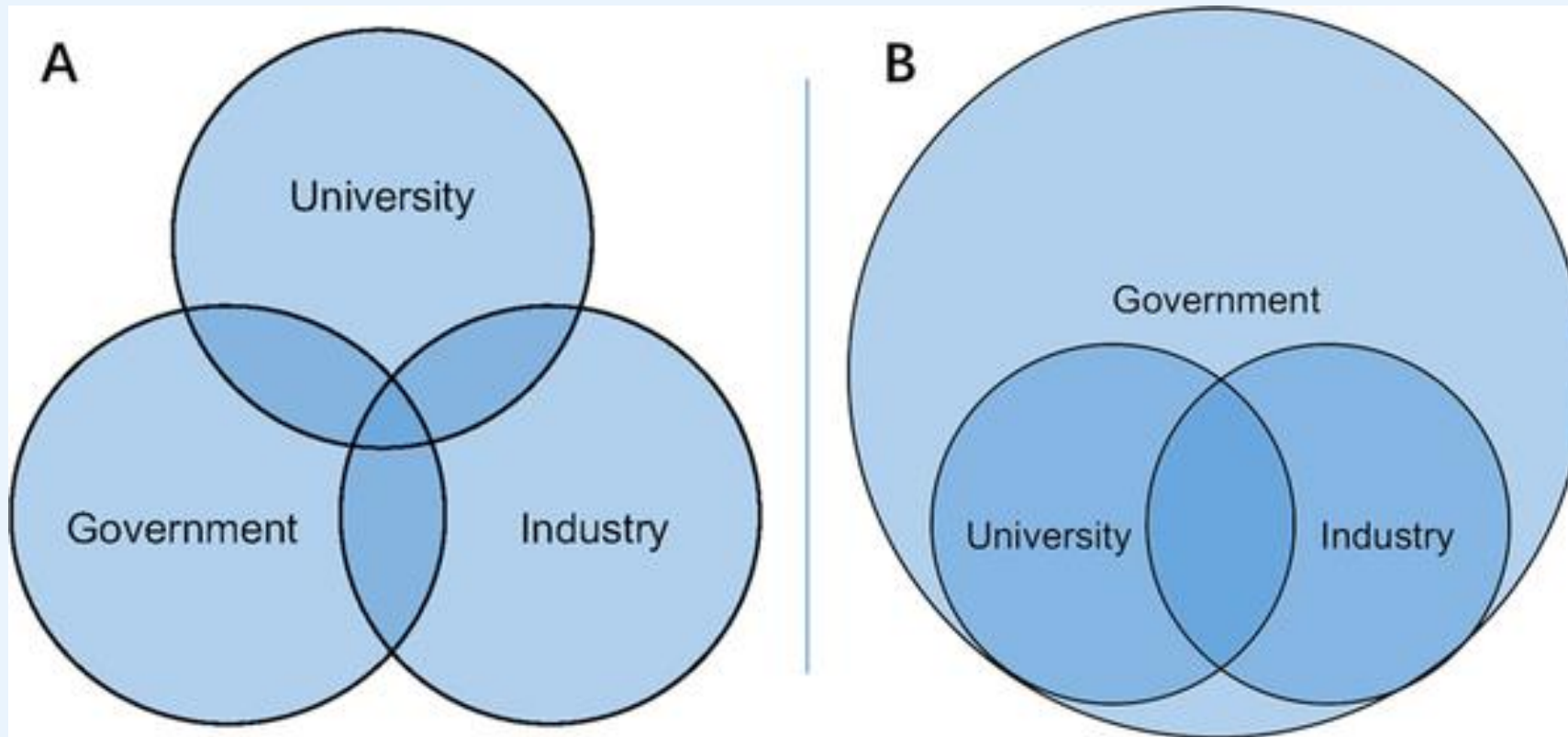
Trying to find the right room

Relationships Can Deliver – 10 Days Later We Were Hosting President Obama....



The Wider Context – Triple Helix Model

What model are you in?



The statist model

The overlapping model

The necessary collaboration between industry, academia and government

2019

The collaboration between academia and industry has always been a hot topic among the research community.

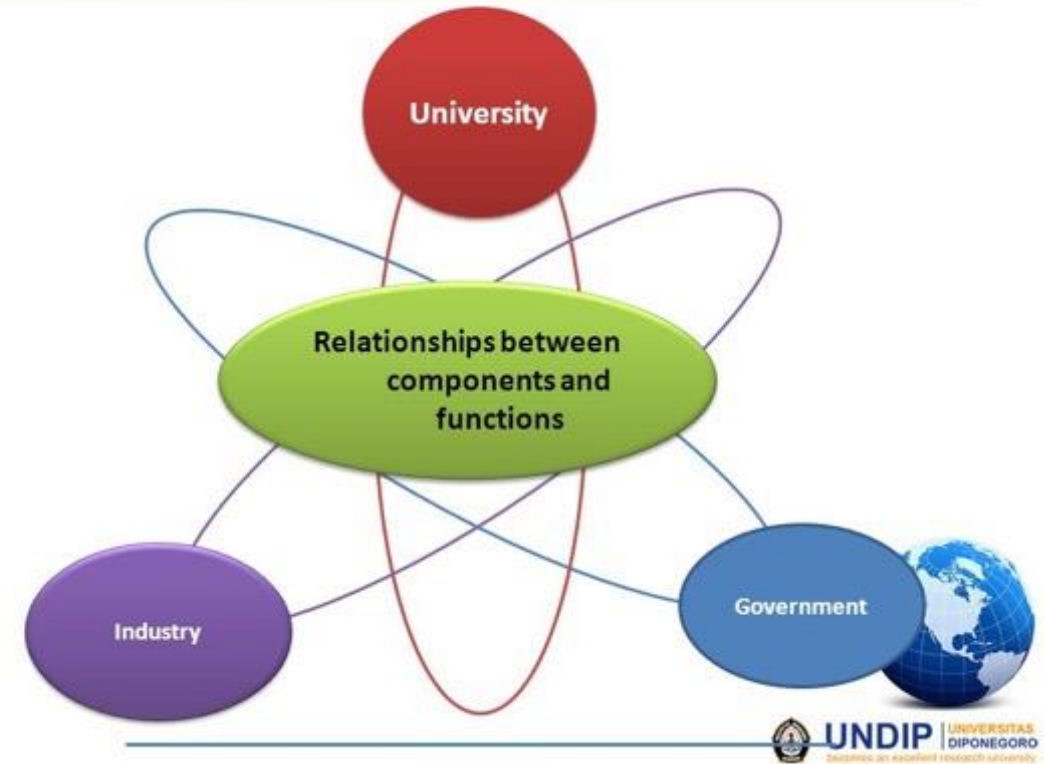
Due to the rapid transformations in business models and the interest from academia in applying their innovative research to “industrially relevant” problems, the topic is probably now hotter than ever.

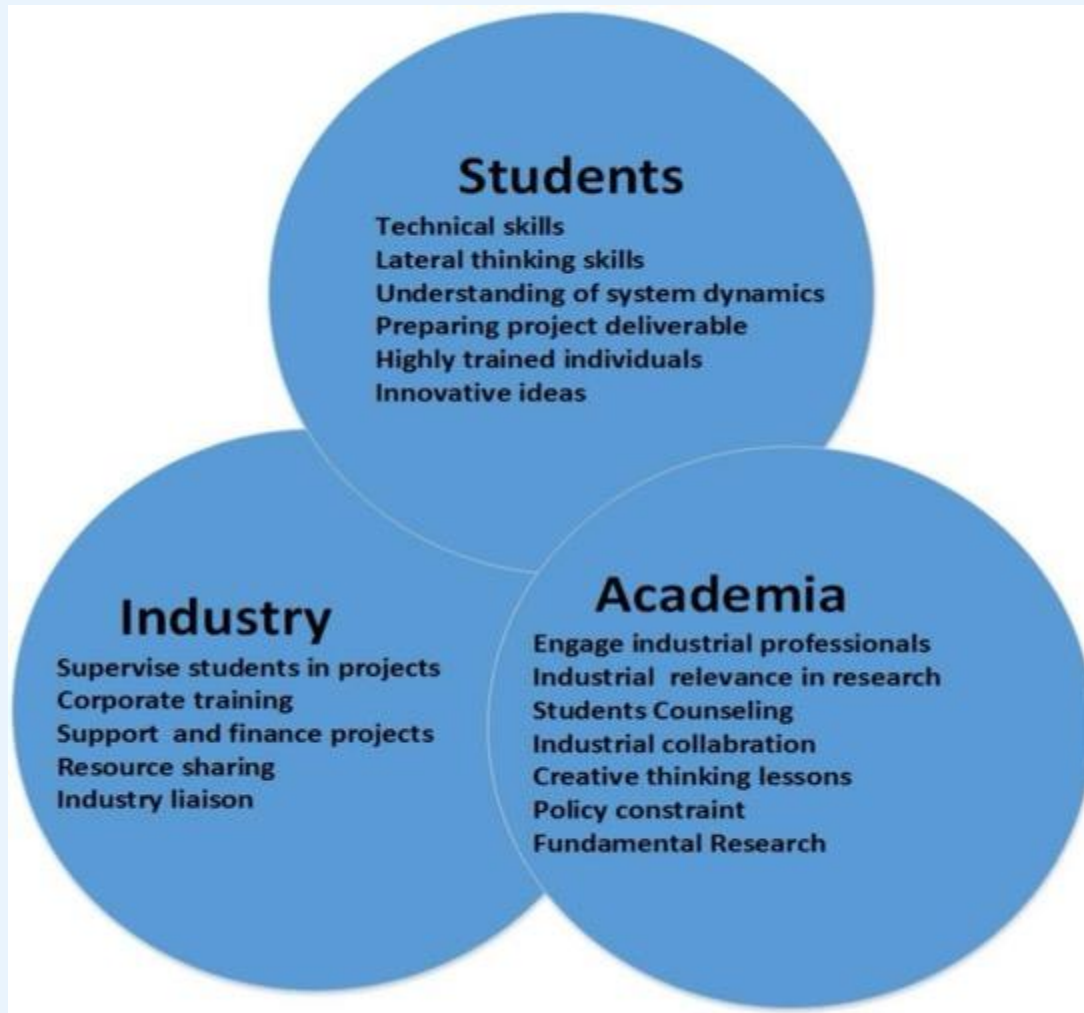
In my short experience as a researcher and through the opportunities I had to interchange opinions with other researchers (both from industry and academia), I can say that the vast majority of the research community acknowledges the inevitable necessity for this collaboration.

Nevertheless, most of them consider also that we are still far away from excelling in this collaboration.

Marcos Seoane

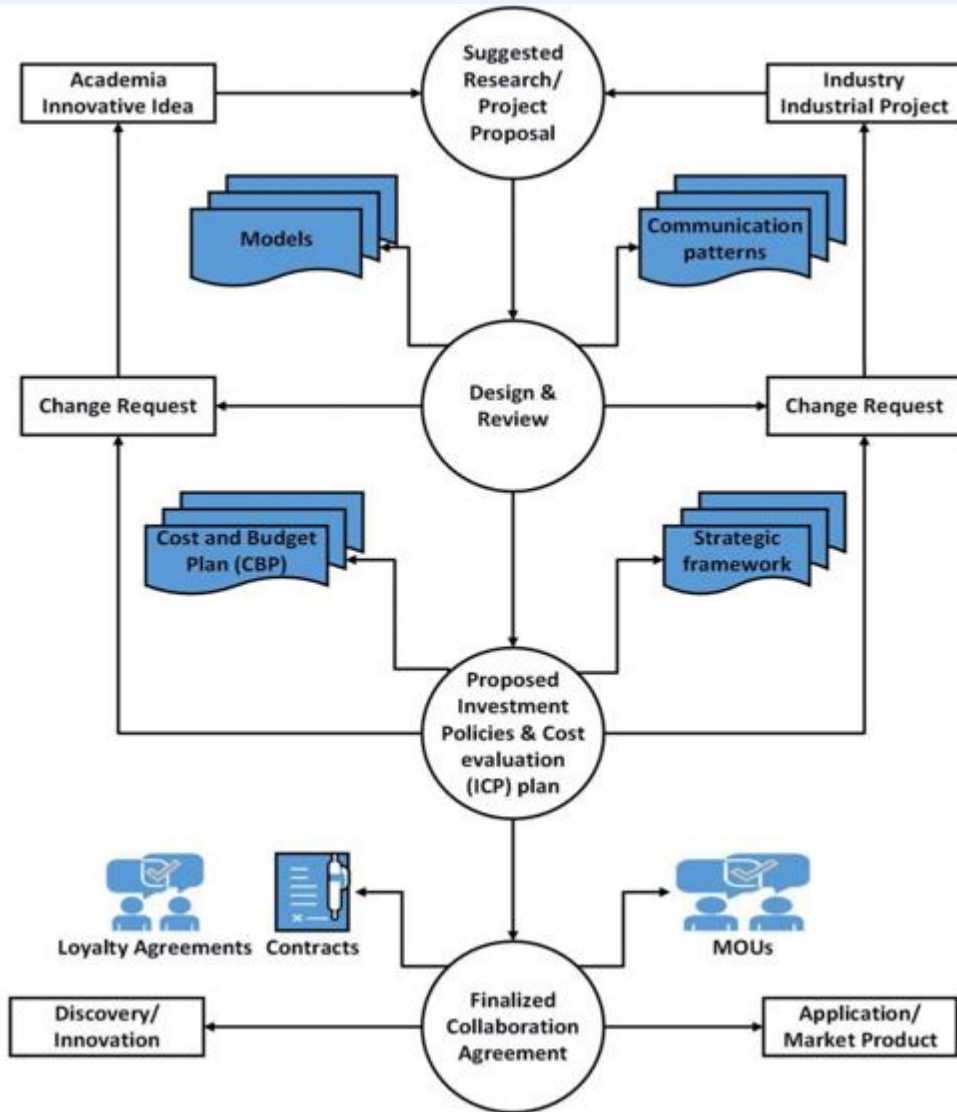
Triple Helix systems





Universities can benefit from interaction with the industry in many ways.

1. Academics need to have a practical problem to which they can apply their knowledge. **When universities are connected to the industry, they are flooded with practical issues demanding solutions.** Additionally, being linked to the industry, universities also have an authentic source of data.
2. **Universities can also revamp their curriculum** in light of their interaction with the industry. By doing so, universities increase the employability of their graduates.
3. The **link between universities and the industry connects the advancement of knowledge with the advancement of practice.** When problems are approached in a collaborative manner, the chance of a new startup increases exponentially.



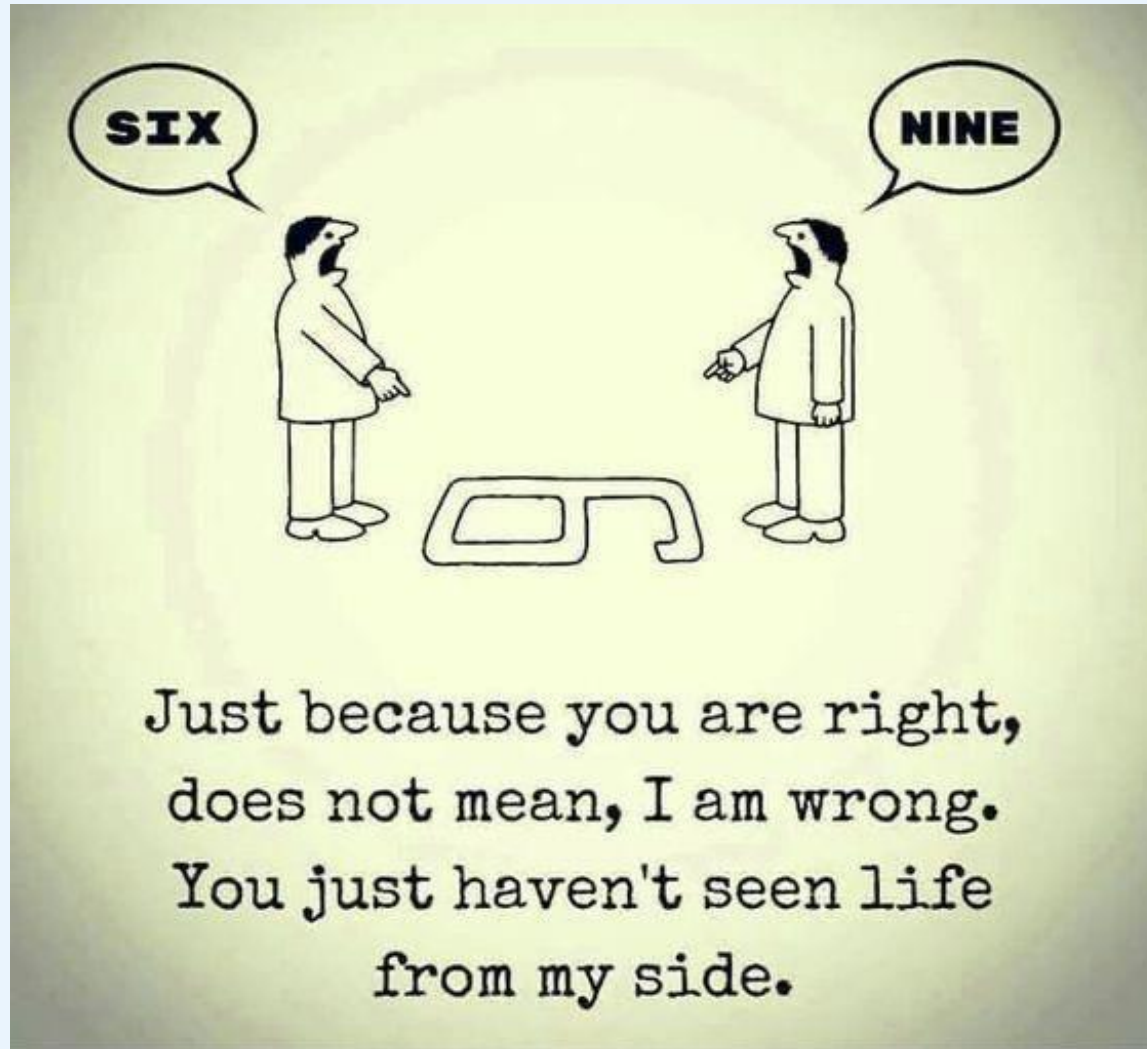
As the authors from Pakistan note “*They know the syntax of the programming languages but not the domains in which such programming languages should be applied. As students graduate and move to the industry, unless the industry gives them proper training in the field (eg banking), it is hard for an average student to flourish*”.

Collaboration plan between academia and the industry:

- Theoretical standards should be checked for industry relevance
- An internship program should be initiated.
- Project managers should conduct guest lectures for academia.
- Academia shares new research with the industry
- Industrial relevance is important when teaching students.
- Sharing resources is needed between the industry and academia with access to online resources current research, reports, books.
- Collaboration should not be restricted to intra-country, but exchanges between students and employees should be done internationally.
- The formation of committees has become necessary for monitoring and expanding this collaboration

Academics and Industry - Recognizing and Appreciating Differing Perspectives

University



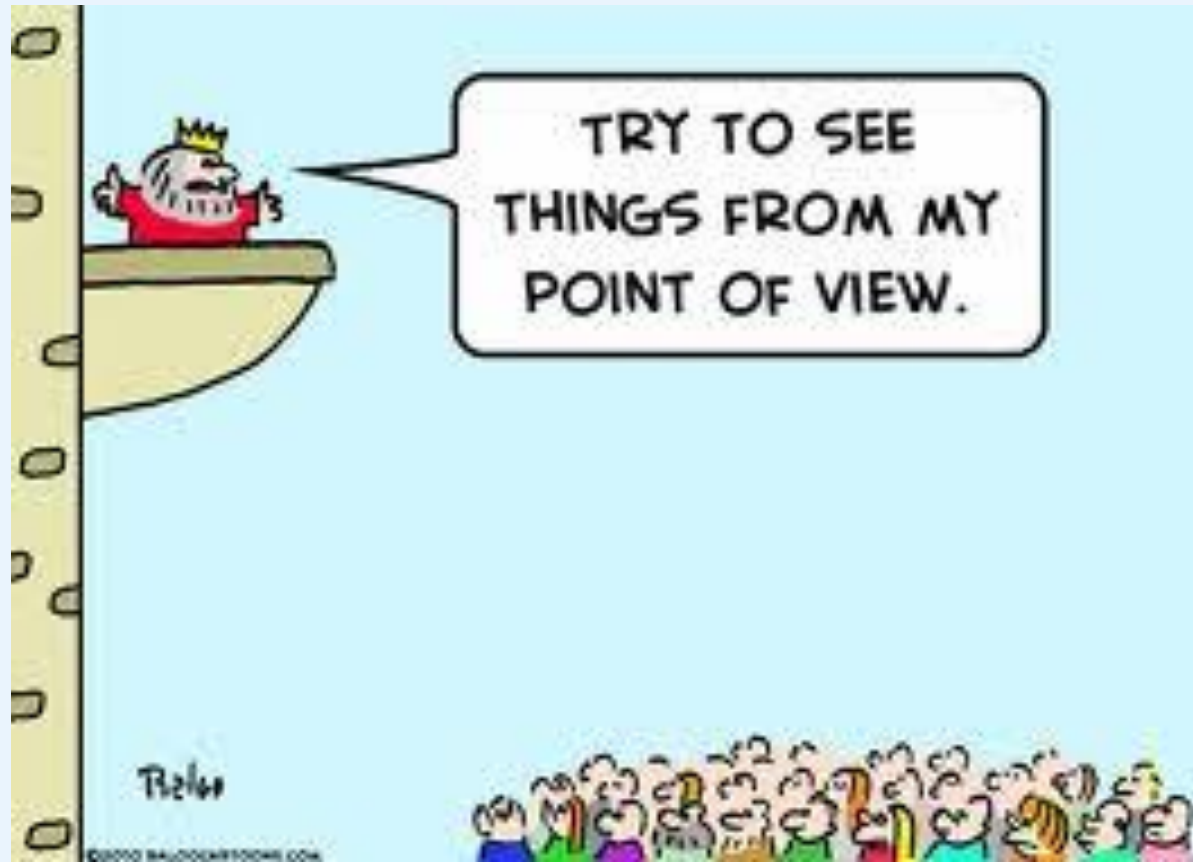
Industry

Recognise and Understand Different Positions

How do companies/industry look at universities?

Stuck in an ivory tower? It's a 2-way Perspective

University
'Ivory Tower'



Companies

University-Industry Collaborations: Models, Drivers and Cultures

Understanding Organizational Culture

Example: “The way academic institutions and pharmaceutical companies have been approaching collaborations has changed significantly in recent years.

We found that *understanding and respecting each other's organisational culture* and combining the intellectual and technological assets to answer big scientific questions accelerates and improves the quality of every collaboration.

Looking at the prevailing cooperation models in the university - industry domain, we assert that *science-driven collaborations where risks and rewards are shared equally without a commercial agenda in mind are the most impactful*”.

Comparing and Contrasting Organizational Cultures

University

- Public mission
- Publications
- Basic research
- Curiosity driven
- Creating knowledge
- Open source
- Investigator needs
- Education
- Academic Freedom

Common

- Creating societal value
- Brand, reputation
- Research
- Science driven
- Sharing knowledge
- Collaborative innovation
- Patient needs, find cures
- Exchange know-how
- Tackling big questions

Industry

- Shareholder value
- Revenue
- Applied research
- Results driven
- Utilizing knowledge
- Protected innovation
- Market needs
- Retain know-how
- Measurable objectives

Developing Industry-Academic Collaboration

Where do you Start the Discussion?

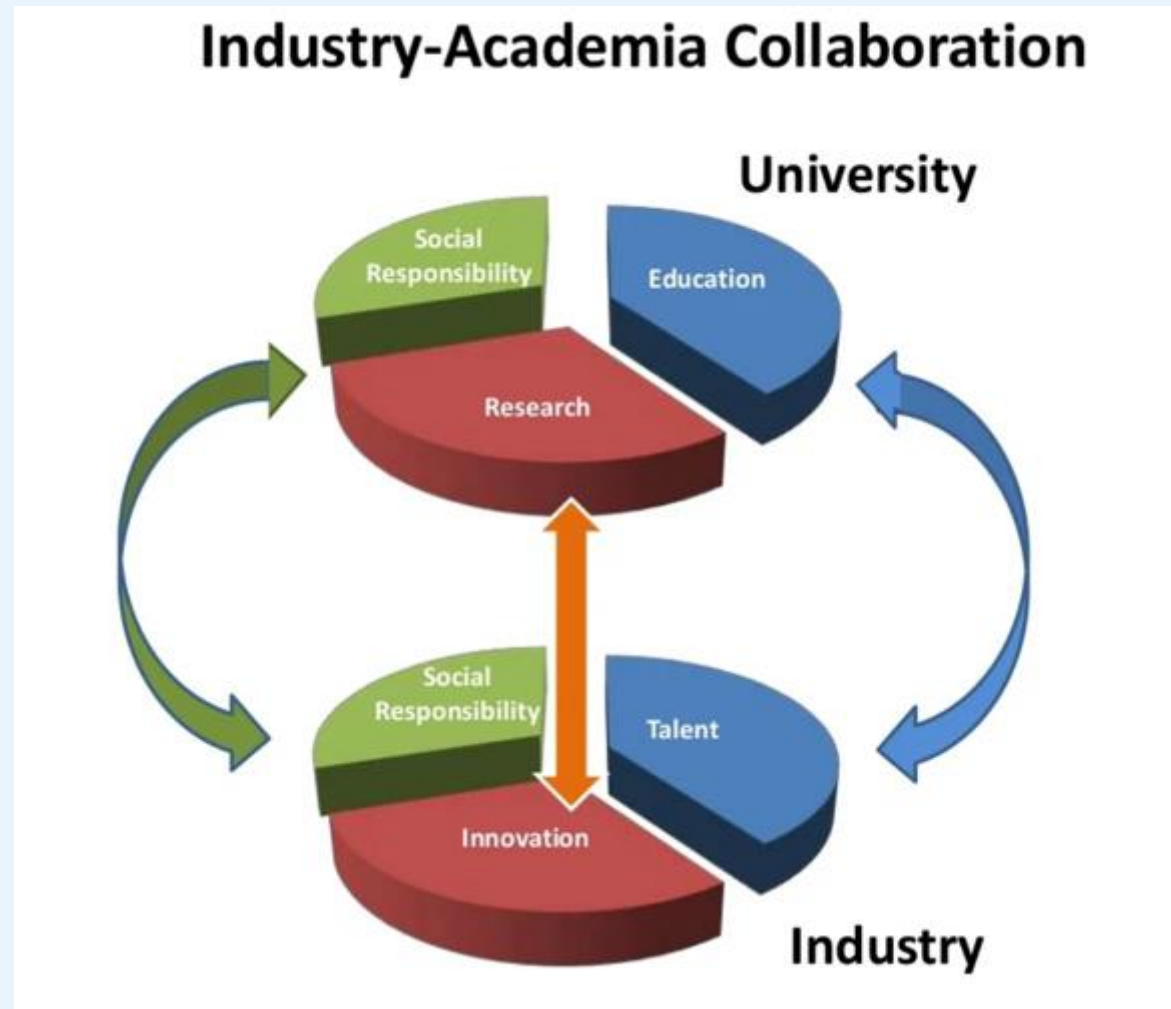
Question

What order would be most important to your university?

1. ?

2. ?

3. ?



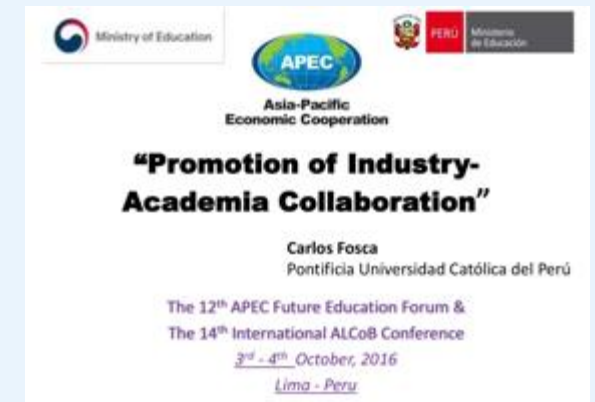
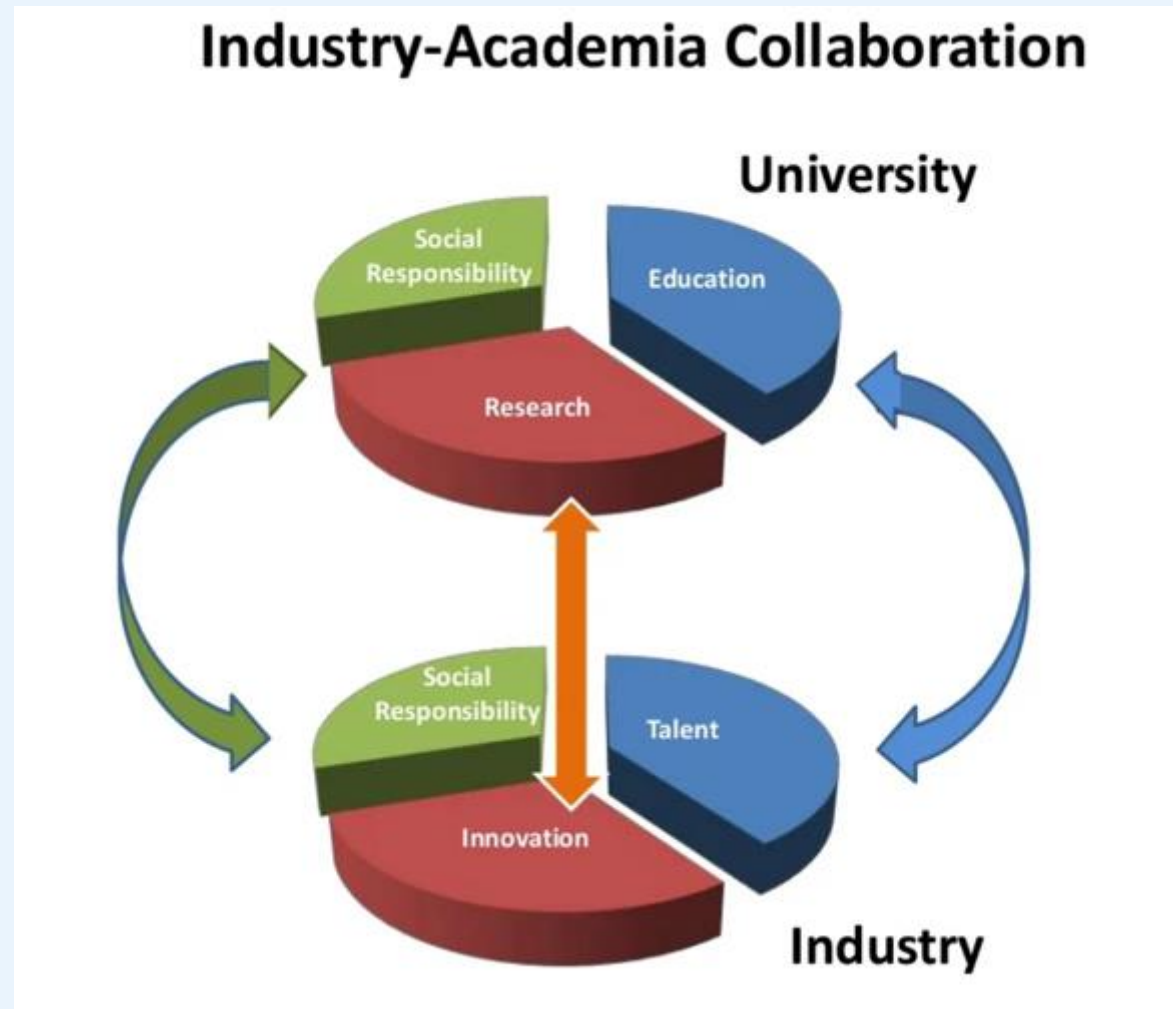
Developing Industry-Academic Collaboration

Where do you Start the Discussion?

Answer:

What order would be most important to for a university?

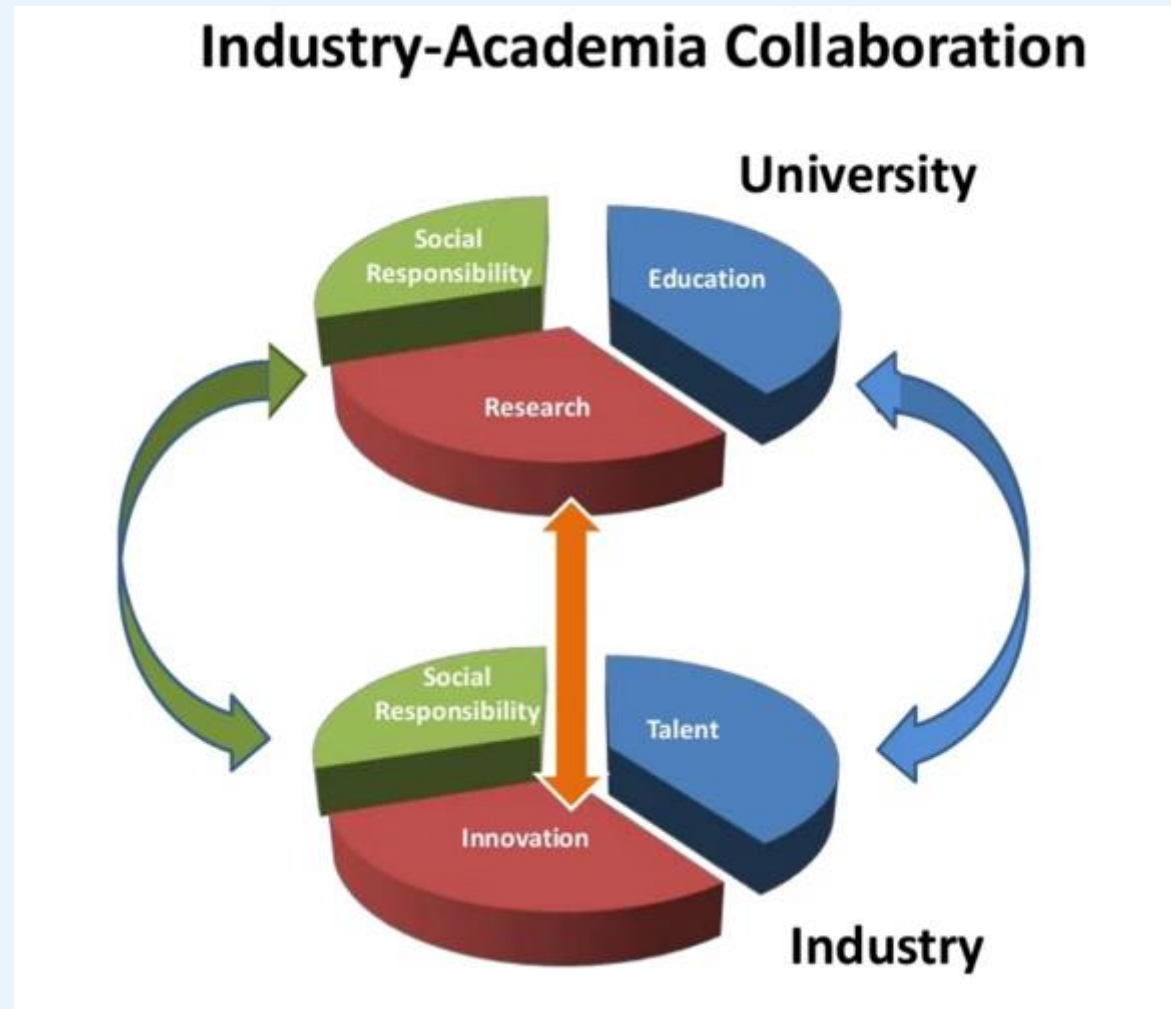
1. Research?
2. Education??
3. Social Responsibility???



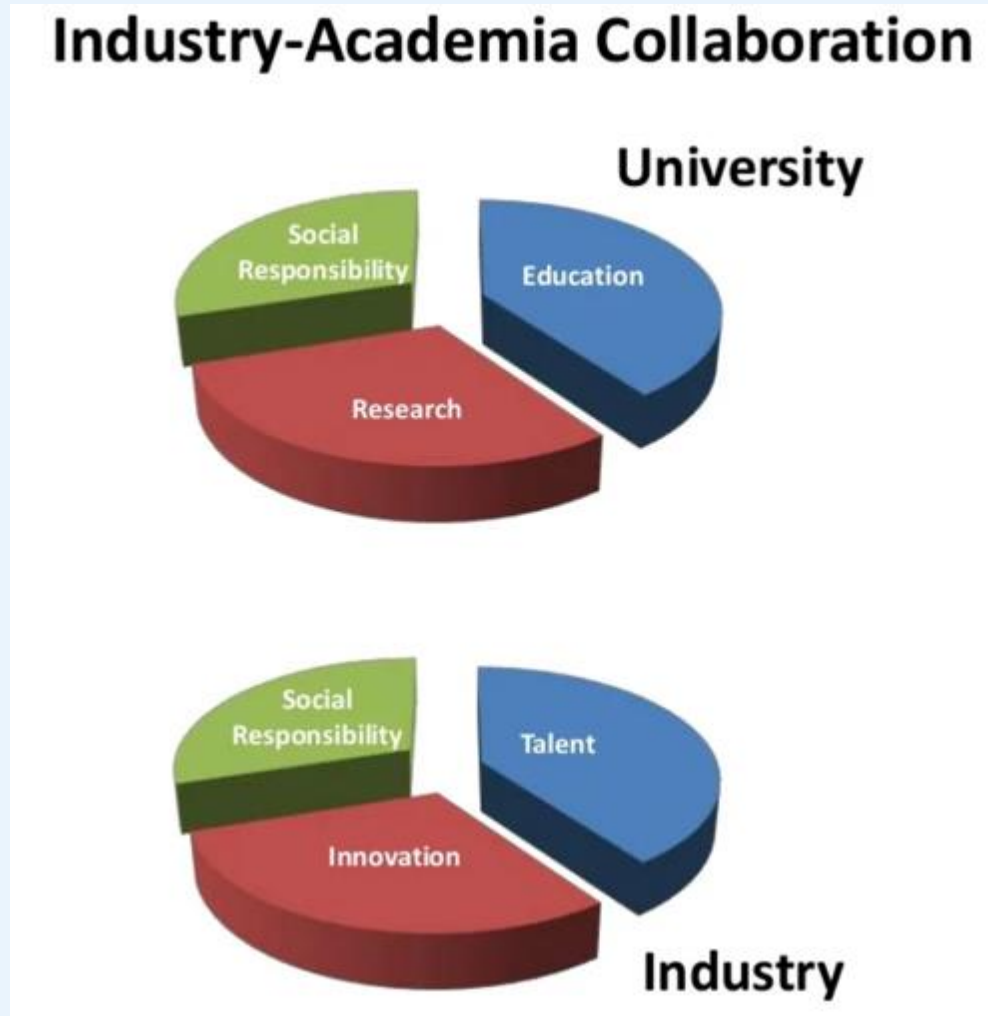
Developing Industry-Academic Collaboration

Where do you Start the Discussion?

Where to start the conversation?

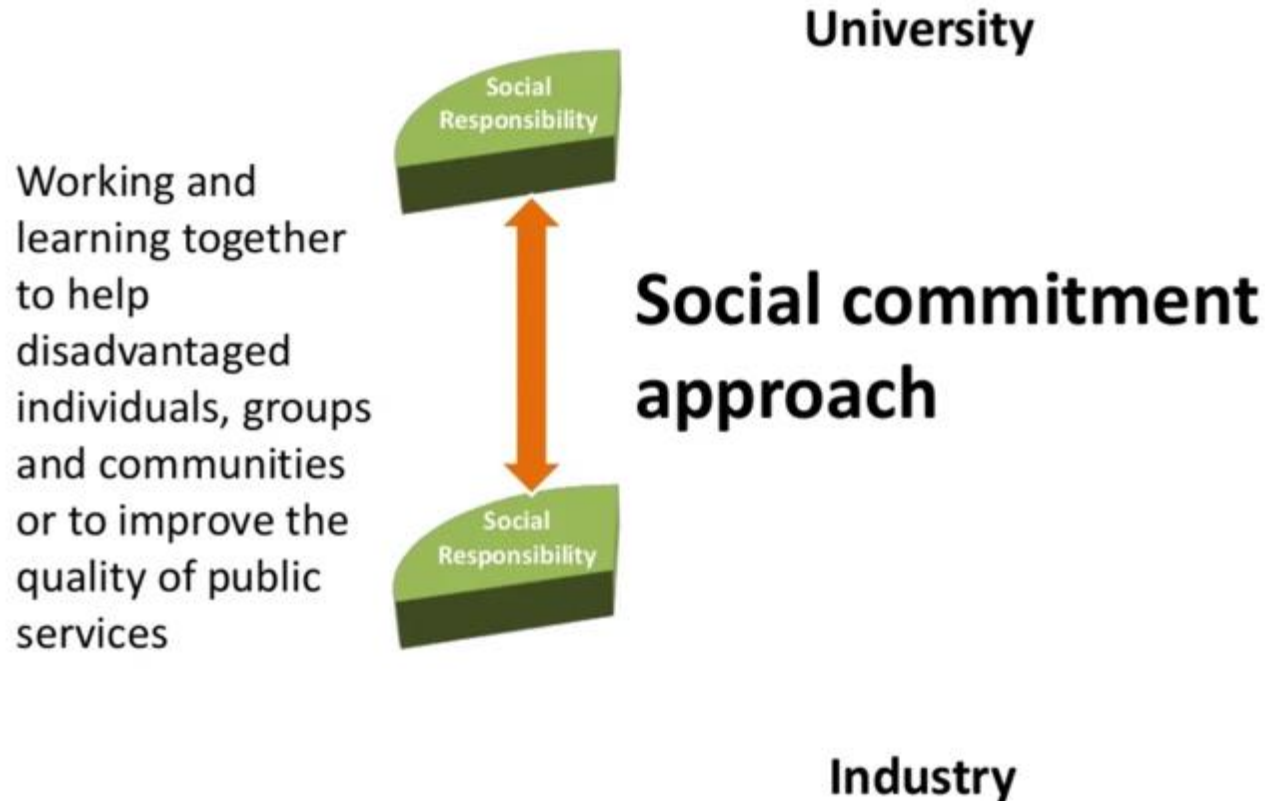


Collaborating on Social Responsibility

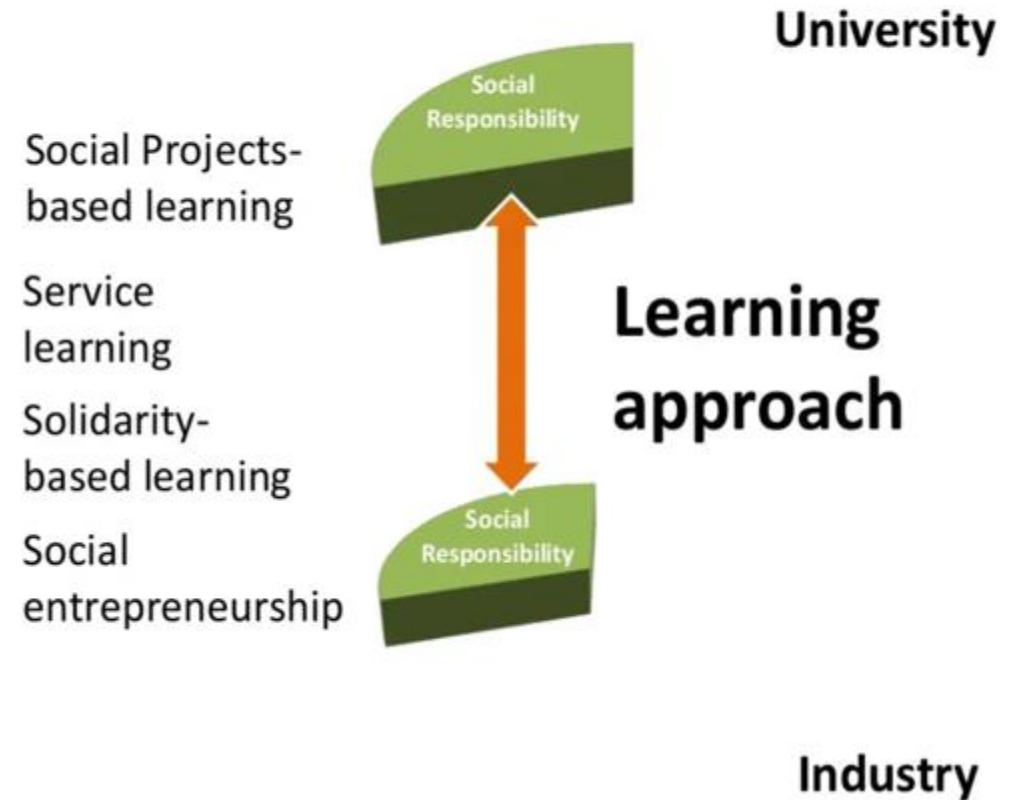


Collaborating Social Responsibility

Industry-Academia Collaboration



Industry-Academia Collaboration



Example: University–Industry Engagement Social Responsibility Project



Industry Collaboration Case Study: UoL, Serco, and LCC

Serco, a specialist in delivering essential public services and healthcare, has created a new partnership with the University of Lincoln and Lincolnshire County Council (LCC) to investigate how modern and cost-effective technology can be used to improve independent living for vulnerable adults.

The group's work is focusing on how best to help people who might otherwise need assistive-care or be moved into a care-home. Both these choices are often emotionally distressing for those who want to be independent for longer, and represent a significant financial strain on the care system.

The initial research, titled 'Social Care Technology Innovation for the Citizens of Lincolnshire,' began in June 2021 and over the coming five months will carefully examine how modern, mainstream technology can be applied in innovative and non-intrusive ways to assist people's social needs.



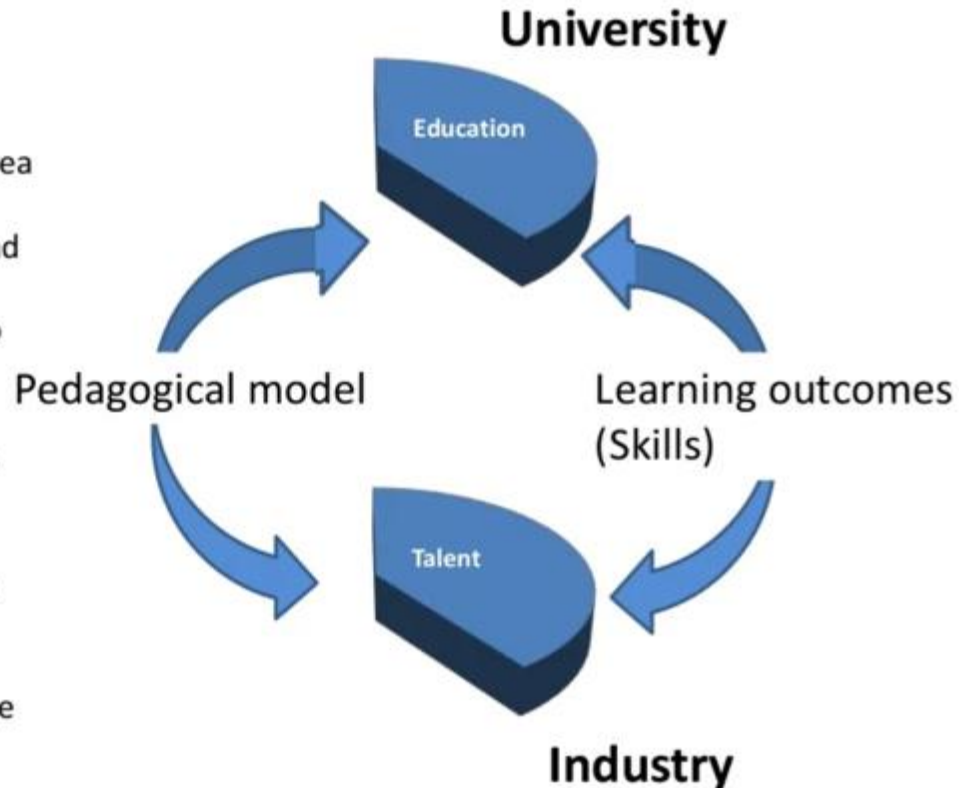
Collaborating on Different Levels and Approaches

University = Education Industry = Talent Development

Industry-Academia Collaboration

Industry and academia can collaborate in the area of education by identifying global and specific skills that require graduates to be competitive professionals and good global citizens.

They also can work together to develop the better ways (pedagogical strategies) to achieve this skills.



Industry-Academia Collaboration

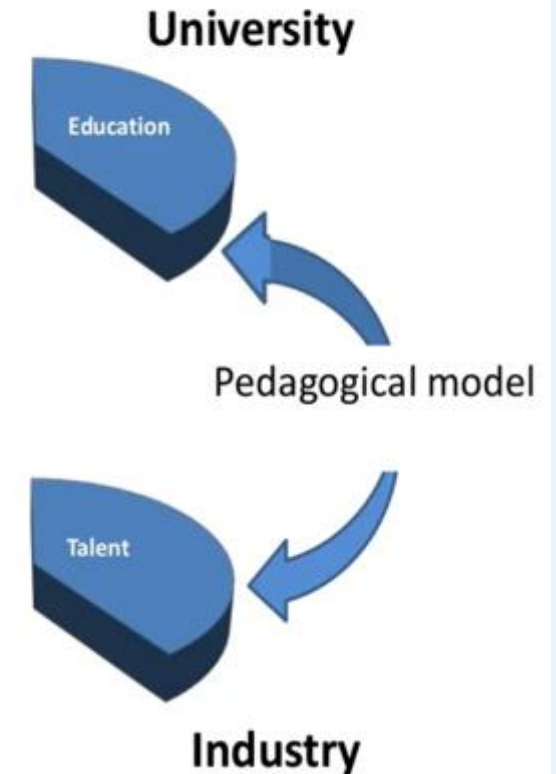
Competency-based Education

Dual education

Contextualized PBL

Hackathons, Makeathons

E-learning (MOOCs, adaptive learning, data analytics, flipped learning, Virtual Reality, Augmented Reality, etc.)



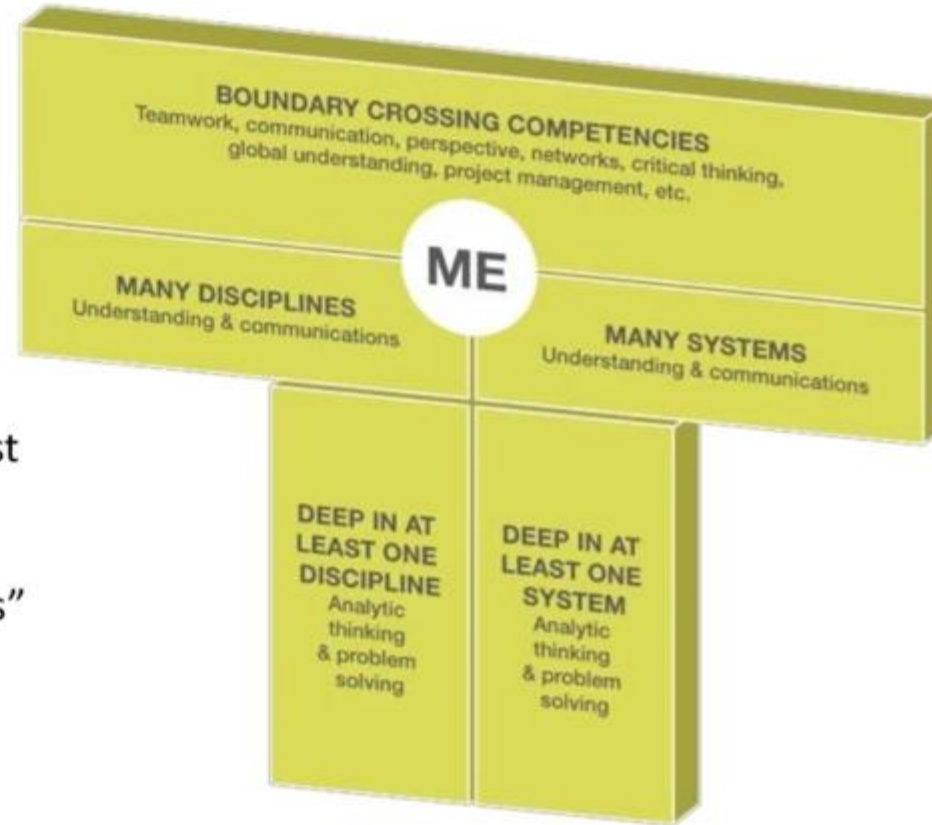
Collaborating on Different Levels - Education

Many countries are re-considering the outcomes of higher education

We need to form “T-shape Professionals”

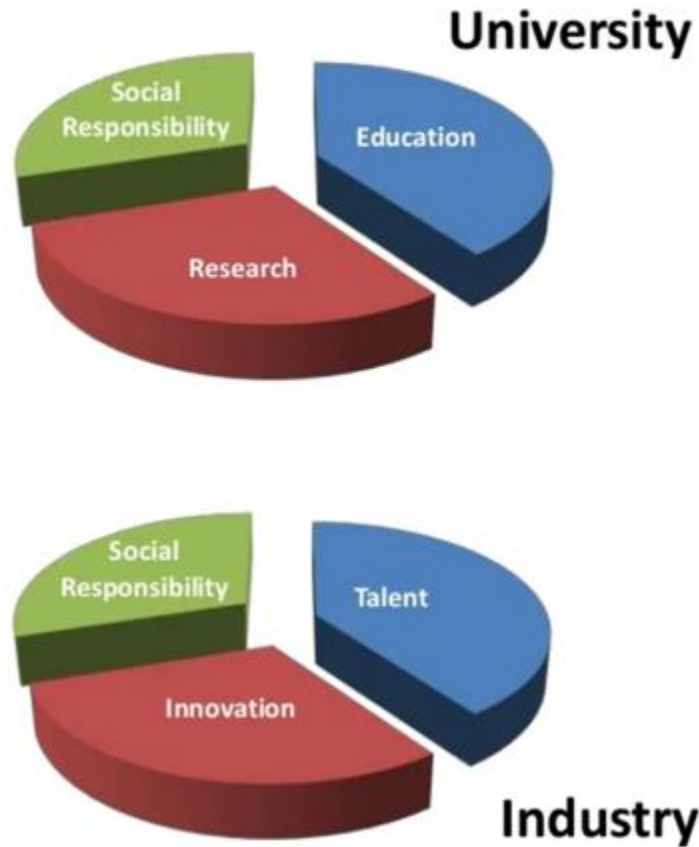
Currently higher education is producing **I-shaped graduates**, or students with deep disciplinary knowledge.

T-shaped professionals are characterized by their deep disciplinary knowledge in at least one area, an understanding of systems, and their ability to function as “adaptive innovators” and cross the boundaries between disciplines.

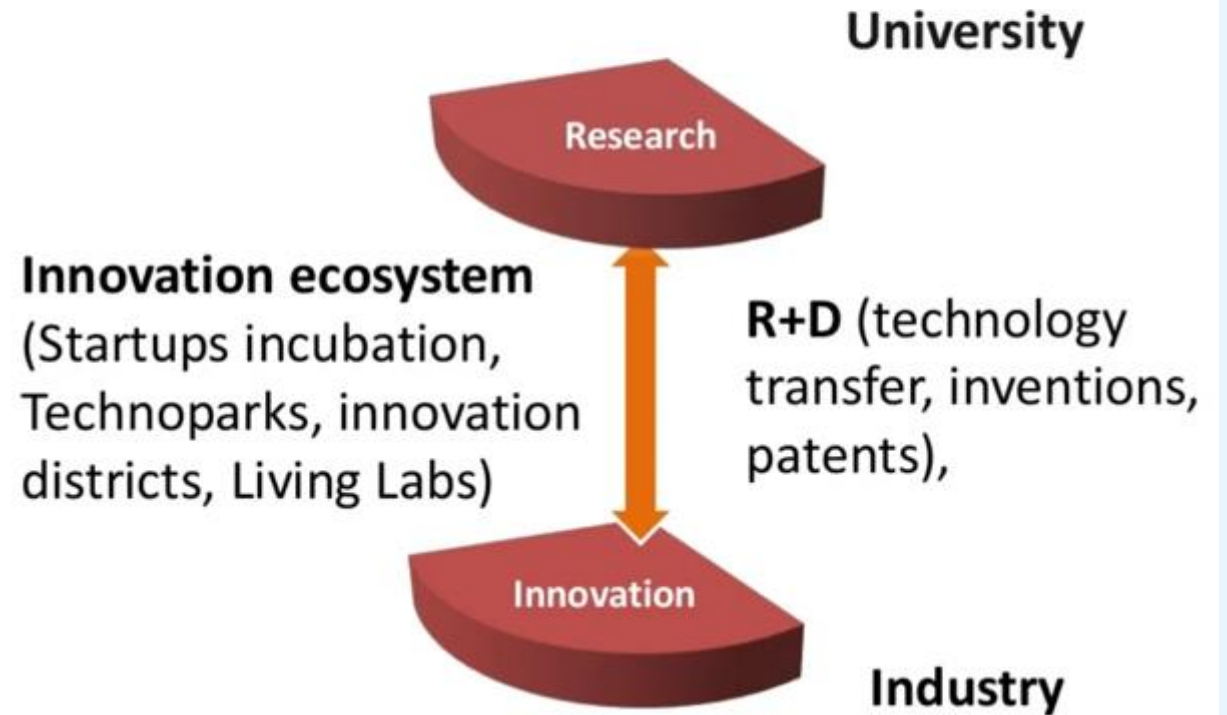


Collaborating on Different Levels – R&D

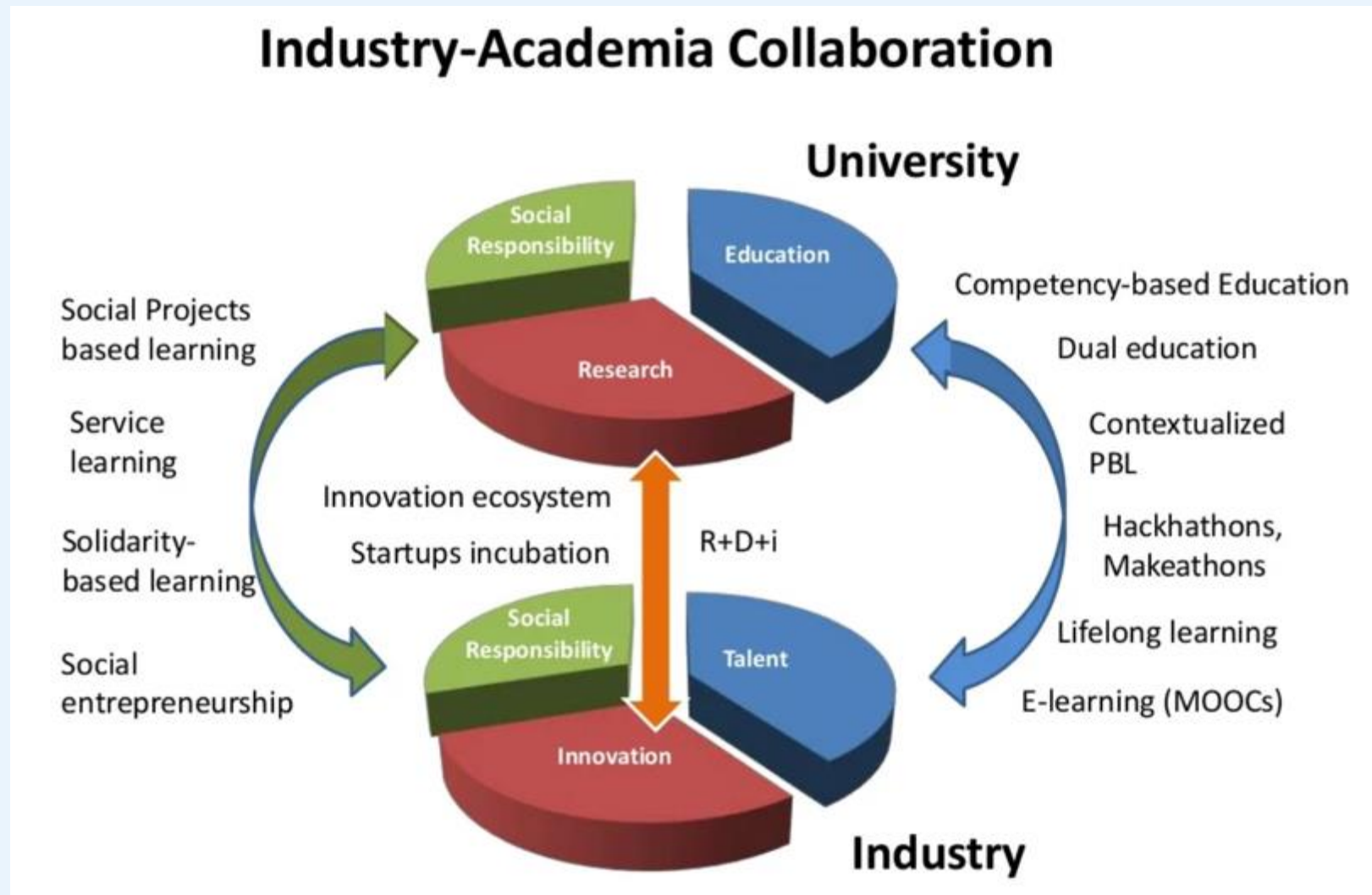
Industry-Academia Collaboration



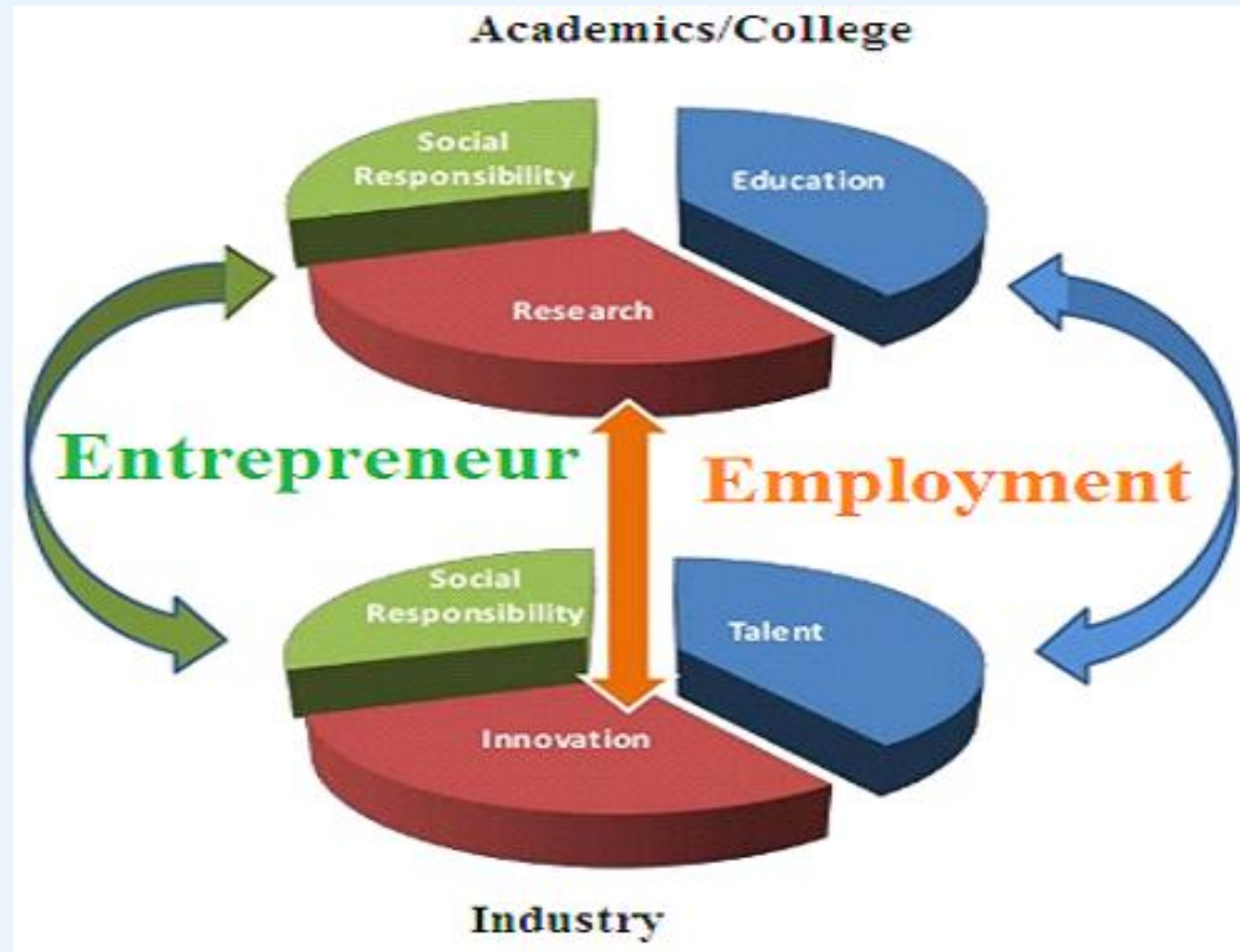
Industry-Academia Collaboration



In Summary - Collaborating Needs to Happen in Various Ways



The Results Can Bring Various Benefits To Society Increasing Entrepreneurs and Employment



Take an Industry Perspective

How Do Companies Talk About Their Links with Universities?

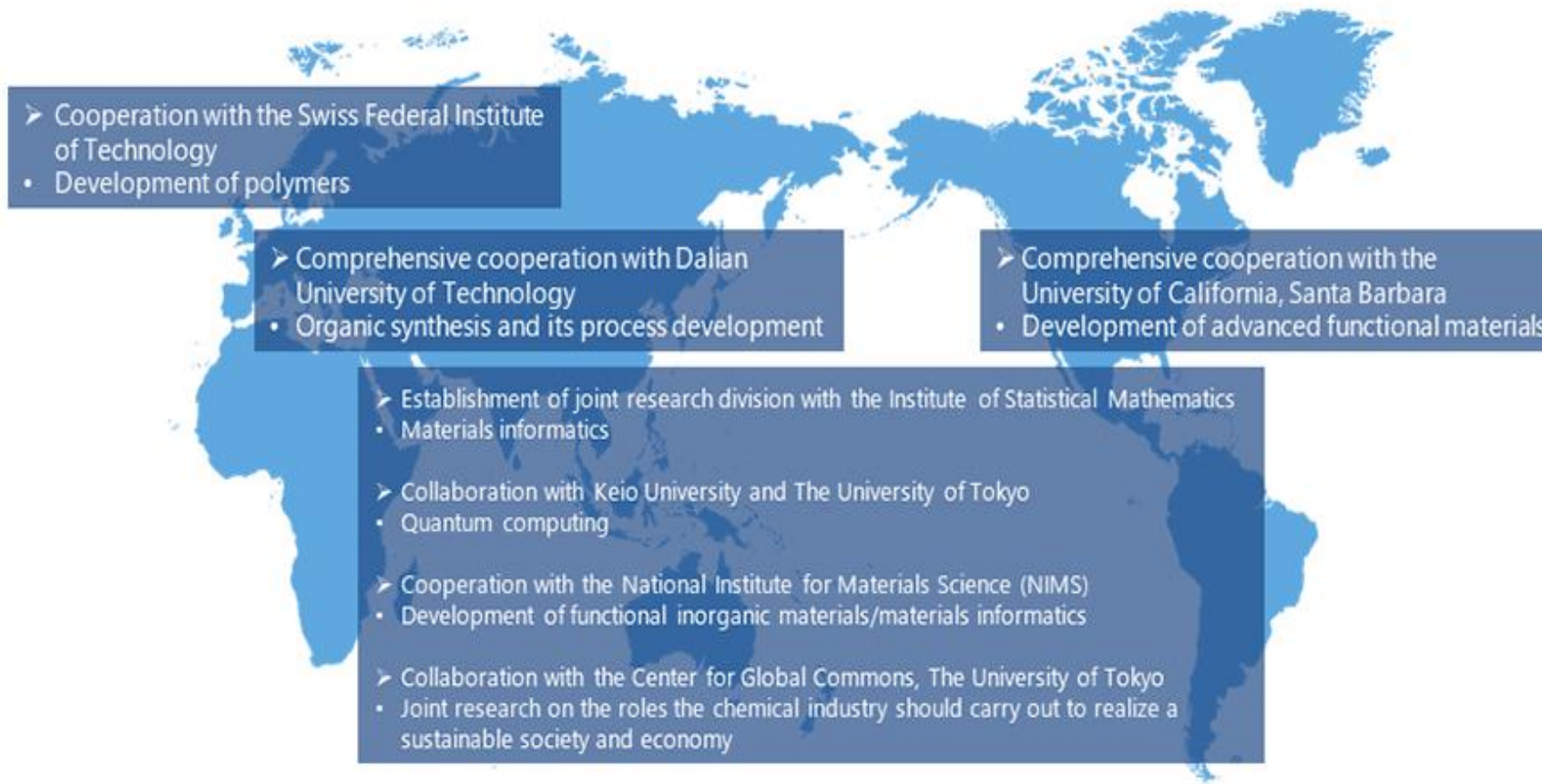
Industry Example – Monsanto (USA)

Monsanto identifies on its website how it works to develop links with academics and universities, such as:

- Invite academics to do field trials
- Product testing
- Seek advice on safety protocols
- Co-author research
- Engage at conferences
- Recruit new talented students



Industry-Academic Collaboration – Example, Japan Mitsubishi Chemical Group



We will continue to develop world-class products by closely cooperating with organizations in and outside Japan that have cutting-edge technologies and high creativity, and by maintaining and strengthening international competitiveness in R&D. To this end, we will promote and expand joint research and personnel exchange mainly between Japan, the U.S., Asia, and Europe to build a global R&D network.

Industry Also Has Advisory Boards – "Ahead by Bett" edutech Exhibition (UK)

The Role of the Advisory Board

Our Higher Education Advisory Board meets around once a month to help make sure our content programme delivers true value to visitors from across the sector. Each meeting lasts for an hour, during which time we rely on our valued members to provide further context on challenges and new ideas from within the community.

Key responsibilities of the Advisory Board are:

- › Providing **general updates on new trends, topics and themes** surfacing across the sector, including insights on how topical developments have affected their own practice.
- › Providing **feedback on our proposed show structure**, including our plans for content features, networking events and visitor journey onsite.
- › Providing **ad hoc suggestions for speakers and sessions** for our upcoming events, across both in-person and virtual speaking opportunities.
- › **Volunteering** to help moderate panels, host theatres and write articles when the opportunity arises should your schedule allow.



Industry Also Has Advisory Boards – "Ahead by Bett" edutech Exhibition (UK)



Meet our Advisory Board

The Ahead by Bett Advisory Board is made up of Higher Education leaders from across the education ecosystem. Our esteemed members act as a sounding board for our ideas for the show and provide ongoing insights on the latest trends and challenges in the sector.



LSBU

ALEX DENLEY

Director of Innovation and Transformation, London South Bank University



Quintessence

DR GILL FERRELL

Programme Director/Relationship Manager, 1EdTech / EUNIS



SSS

JULIE STONE

Associate Pro Vice-Chancellor/Director, University of Derby Online Learning



aws

KEN HARLEY

UK Sales Director, Education, Amazon Web Services UK Ltd



ALT

DR MAREN DEEPWELL

Chief Executive, Association for Learning Technology (ALT)



Microsoft

MEL GOMES

Head of IT Commercial Management and Contracts, Royal Holloway, University of London



Microsoft

MR MICHAEL DUNMORE

Education Technology Strategist, Microsoft

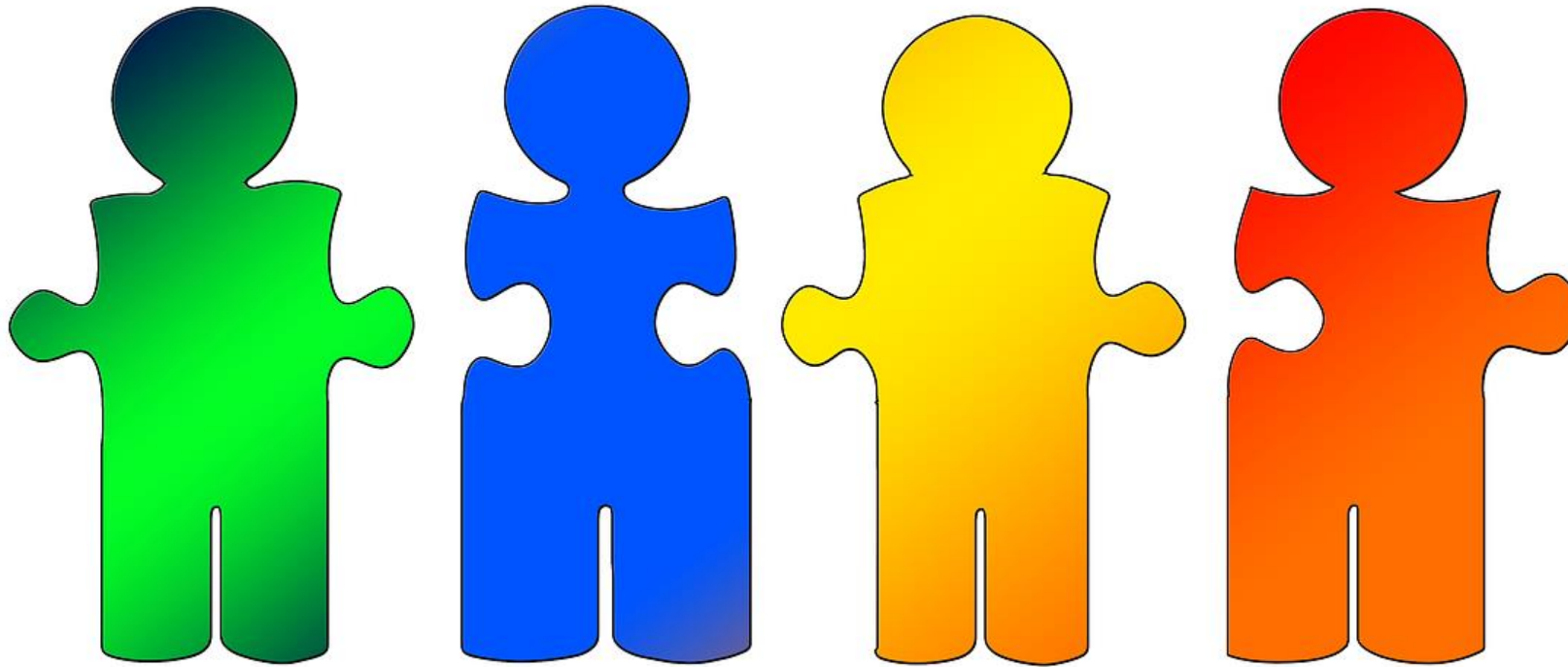


Microsoft

PROF PERRY HOBSON

Director, Breda University (BUas), The Netherlands

Do We Have Too Much Silo Thinking?



**Community/
Society**

**Industry/
Companies**

Government

Universities

How Can We Bring the Various Parties Together?



Question – What are your main challenges When it comes to engaging with industry a company?

- **Where to start the conversation?**
- **How/where to find a partner?**
- **What interests them?**

Example: The UK-Thailand University- Industry Linkage Project

National and government-to-government initiatives can also involve companies/industry



”Food and Agriculture and Biotechnology” is one of the key focus areas for both countries.

*UK expertise and excellence in this area can best be utilised by creating a knowledge transfer platform between the two nations. And so, the British Council and Food Innopolis agreed to launch the **University Industry Link programme** (U-I links project) to **strengthen human resources**, to become even better equipped, and to be able to work to an international standard in meeting these demands.*

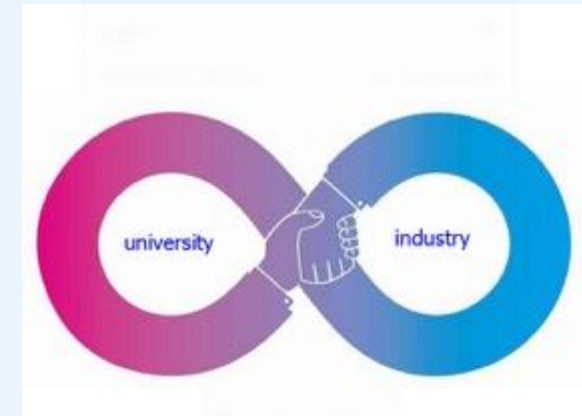


Industry-Academic Collaboration – Example Palestine

The EU has funded 'Liaison Offices' set up by the "**STEP**" Partner Universities in Palestine in the framework of the project.

*The mission of these offices is to stimulate cooperation between the universities and their economic environment. Their main activities are **student placement and internships, promoting R&D and innovation within the university and particularly in cooperation with local businesses and industry.***

- *An-Najah National University Industry Liaison Office*
- *Islamic University of Gaza Industry Liaison Office*
- *Palestine Polytechnic University Industry Liaison Office*
- *Hebron University Industry Liaison Office*
- *University College of Applied Sciences Industry Liaison Office.*



Three Ways To Nurture Collaboration Between Universities and Industry



1. Universities should nurture their talent pipelines

University-industry collaboration requires careful management and can bring many benefits. These include a two-way flow of ideas: results can flow out to industry and they can also be in-bound to fuel research questions. For example, sometimes technical problems experienced at the cutting-edge of practice lead to new questions for science.

2. Industry should tap into the social sciences

*The **social sciences** have a dual role to play.* There are researchers whose work becomes the basis for innovative products, processes or services. *These are not often commercialized due to a lack of familiarity or culture for doing so, but their work on the societal impact of fast-paced technological innovation has become essential in today's world.* This is a peak time for science and technology and social sciences to work hand in hand.

3. University tech transfer offices must prioritize flexibility

Tech transfer from university to industry is not a one-size-fits-all scenario. Sometimes research occurs in the university and then is commercialized outside of it, other times commercialization begins already during the research phase.

A University–Industry Collaborative Entrepreneurship Education Program as a Trading Zone: The Case of Osaka University

2017

“Collaboration is important not just because it's a better way to learn. The spirit of collaboration is penetrating every institution and all of our lives. So learning to collaborate is part of equipping yourself for effectiveness, problem solving, innovation and life-long learning in an ever-changing networked economy.

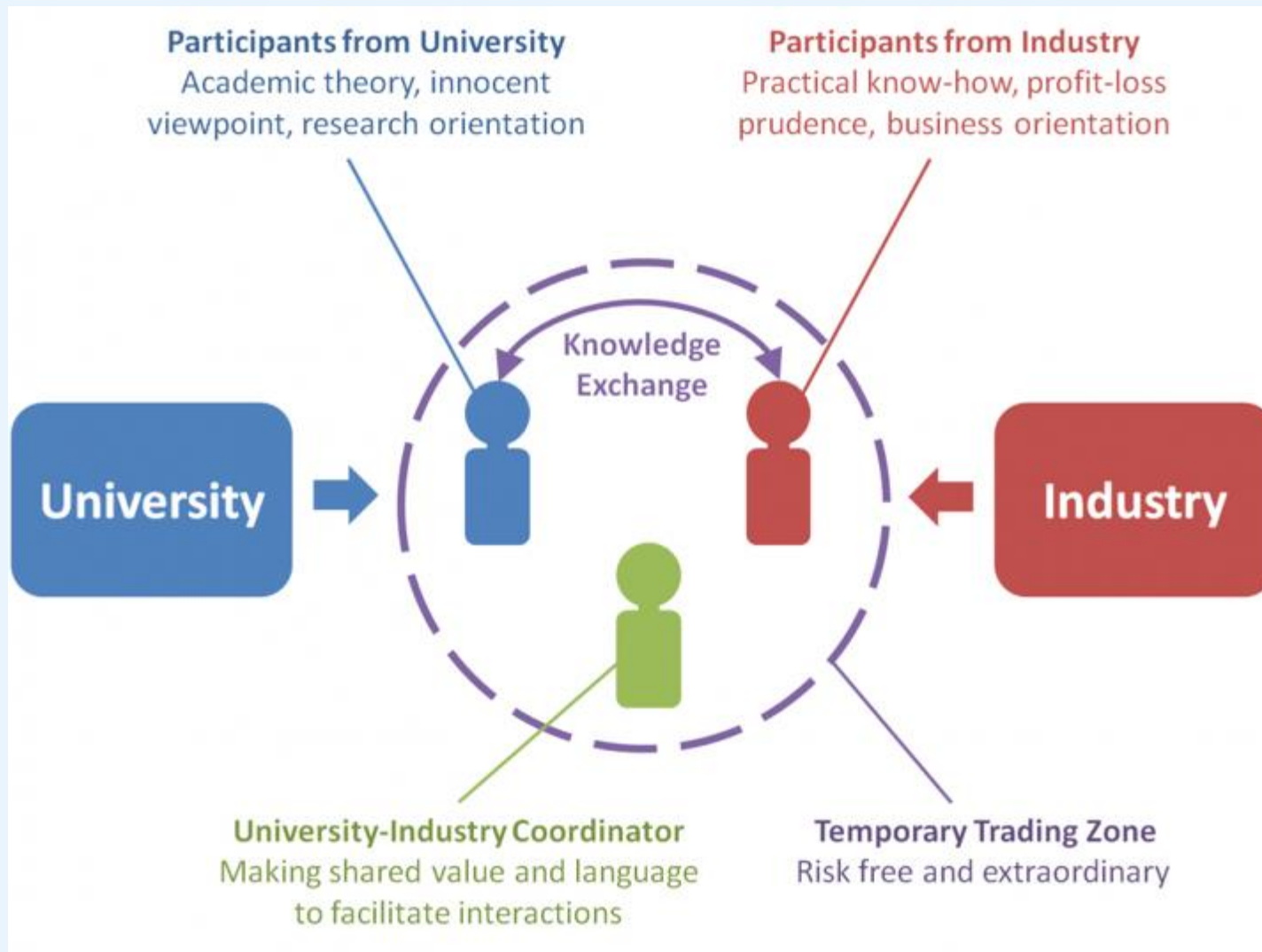
Don Tapscott
Business executive, author, and consultant

The two complementary problems are that busy practitioners find it difficult to access academic knowledge and university students lack practical experience. University–industry collaborative education is a potential solution for both of these problems by bringing together theoretical insights from universities and experiential know-how from industry.

However, university–industry collaborative education has not been sufficiently studied to offer clear frameworks and mechanisms to foster effective knowledge exchanges between these two groups.

Example - The Case of Osaka University

2017

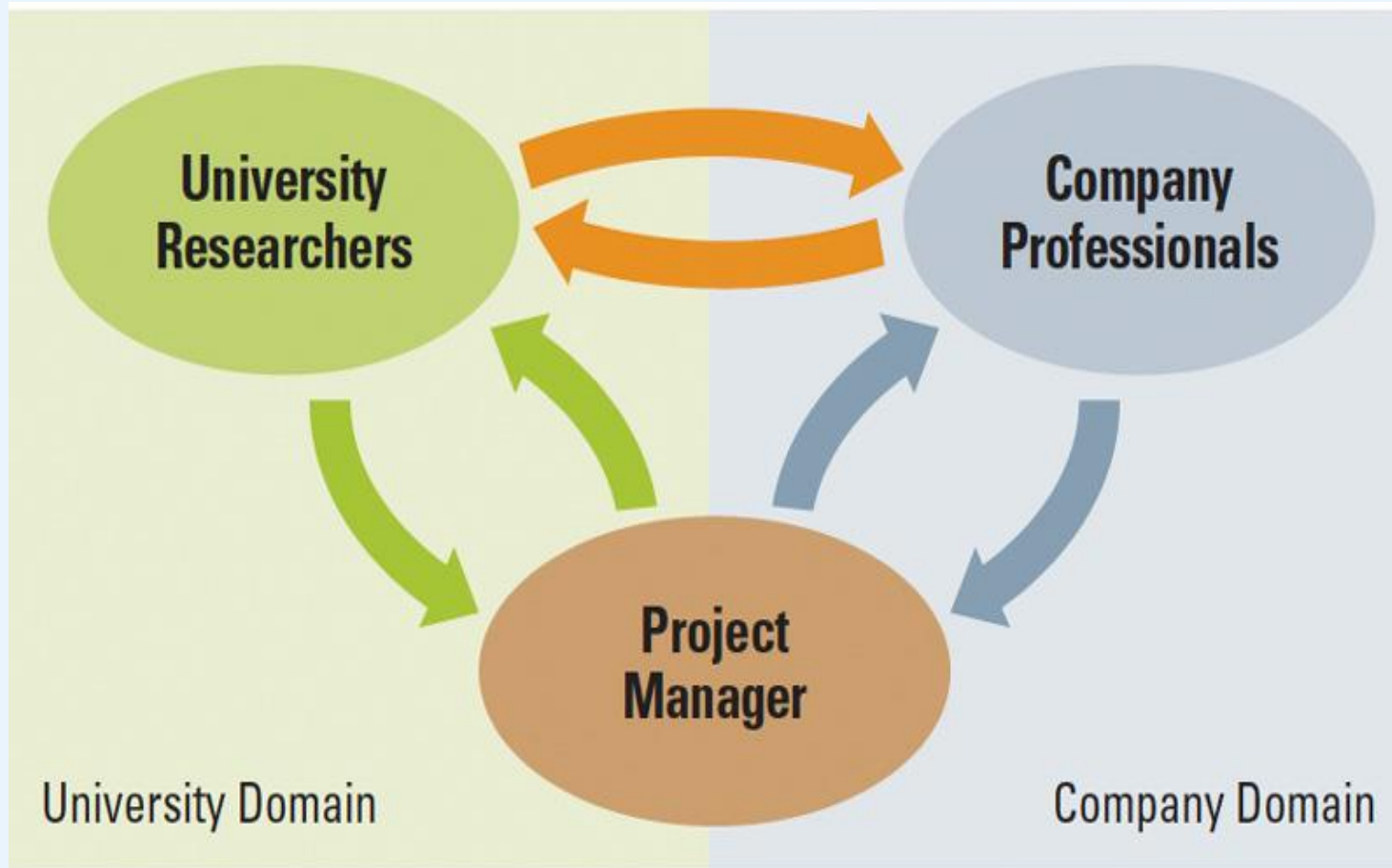


In the article, it is proposed that the metaphor of a “trading zone” as a potential analytical framework for implementing this method of education.

Applying this framework to the analysis of a university–industry collaborative education program, this study proposes that the exchange of knowledge between students and practitioners is the essential learning experience and that it is made more meaningful by the heterogeneity between students and practitioners.

It Can Be a Matter of How You See Things - and can you see them differently? Can You Re-frame the Issues?





“While constructing industry-university agreements is an important, and often lengthy, precursor to the collaboration, this article is concerned with specifically how those collaborations can best be carried out once the agreements are in place.

*In particular, we sought to determine, in a measurable way, “**best practices**” for the selection process — the management and the development of relationships that enable a company to capitalize on a research partnership with a university.*

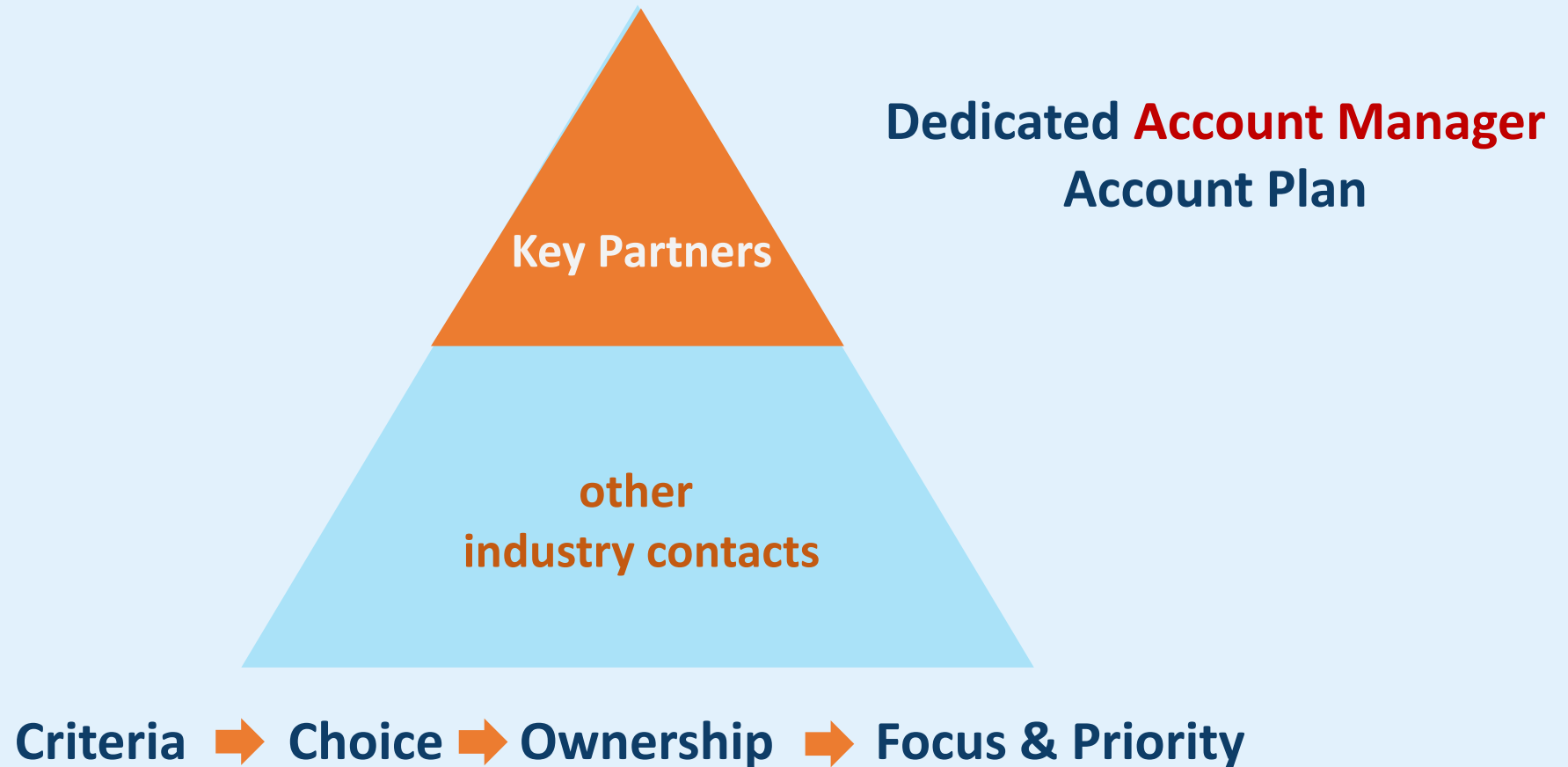
1. **Define the project's strategic context as part of the selection process.** • Use your company research portfolio to determine collaboration opportunities. • Define specific collaboration outputs that can provide value to the company. • Identify internal users of this output at the working level; executive champions are not a substitute for this requirement.
2. **Select boundary-spanning project managers with three key attributes:** • In-depth knowledge of the technology needs in the field • The inclination to network across functional and organizational boundaries • The ability to make connections between research and opportunities for product applications
3. **Share with the university team the vision of how the collaboration can help the company.** • Select researchers who will understand company practices and technology goals. • Ensure that the university team appreciates the project's strategic context.
4. **Invest in long-term relationships.** • Plan multiyear collaboration time frames. • Cultivate relationships with target university researchers, even if research is not directly supported.

5. Establish strong communication linkage with the university team. • Conduct face-to-face meetings on a regular basis. • Develop an overall communication routine to supplement the meetings. • Encourage extended personnel exchange, both company to university and university to company.

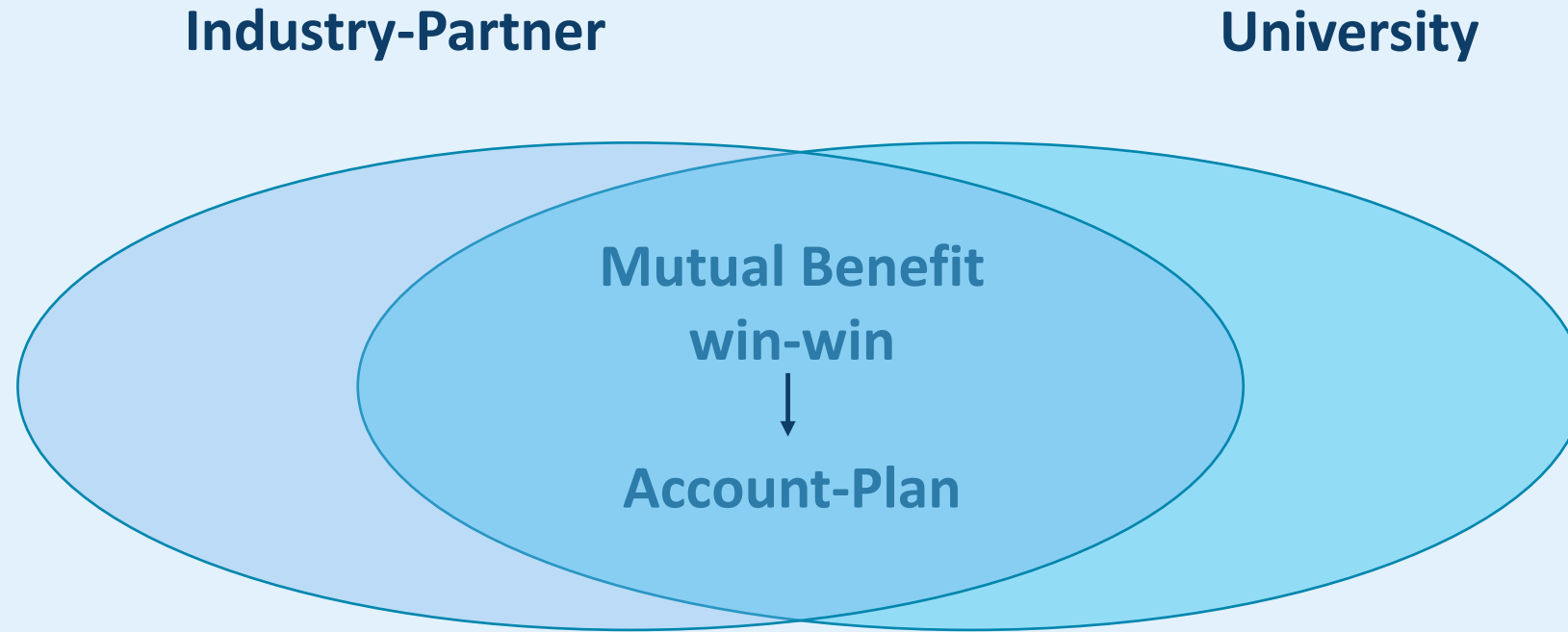
6. Build broad awareness of the project within the company. • Promote university team interactions with different functional areas within the company. • Promote feedback to the university team on project alignment with company needs.

7. Support the work internally both during the contract and after, until the research can be exploited. • Provide appropriate internal support for technical and management oversight. • Include accountability for company uptake of research results as part of the project manager role

BUas Example: Account Management



Account Management



Criteria ➡ Choice ➡ Ownership ➡ Focus & Priority

BUas Example: Connecting to Industry

Longer term trends & developments

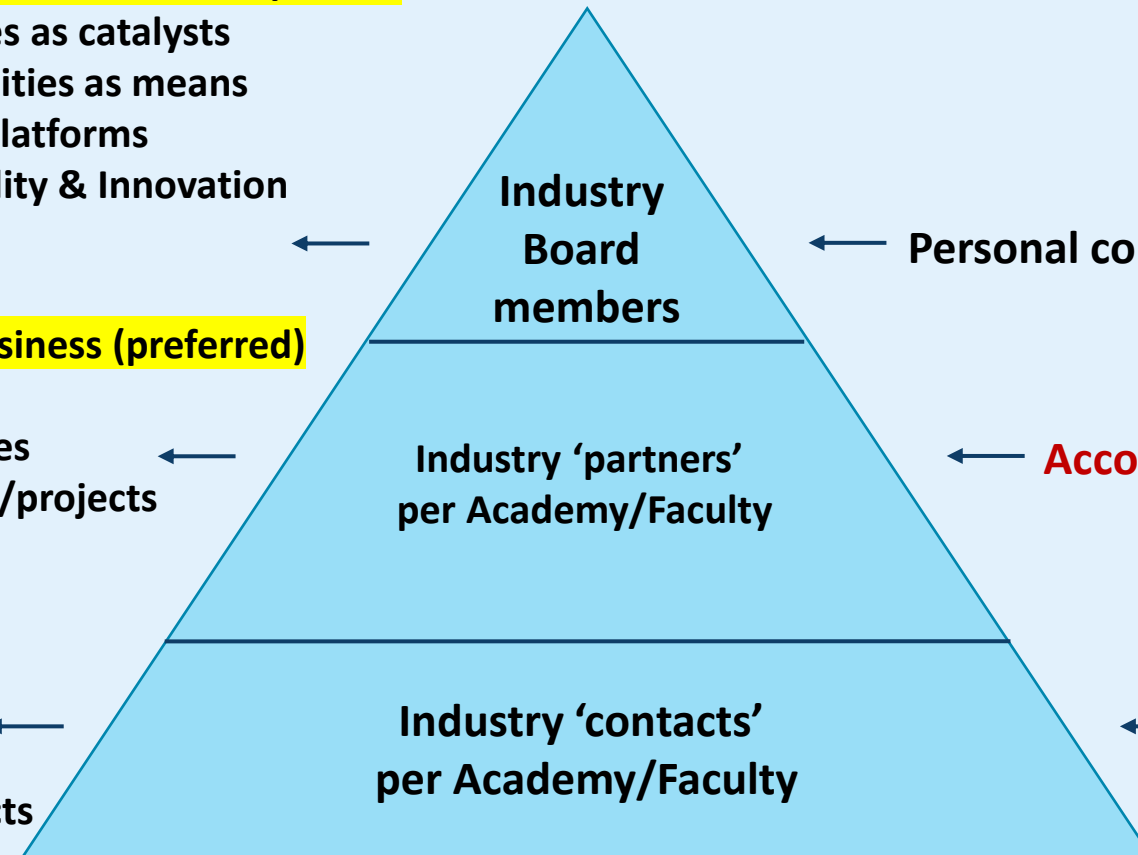
- Experiences as catalysts
- Digital realities as means
- Places as platforms
- Sustainability & Innovation

Running the business (preferred)

- Placements
- Guest-lectures
- Assignments/projects
- Examiners

Running the business

- Placements
- Guest-lectures
- Assignments/projects
- Examiners



← Personal contact at senior level

← **Account Management**

← Common/coordinated approach

Modul

α, γ, z

u, v

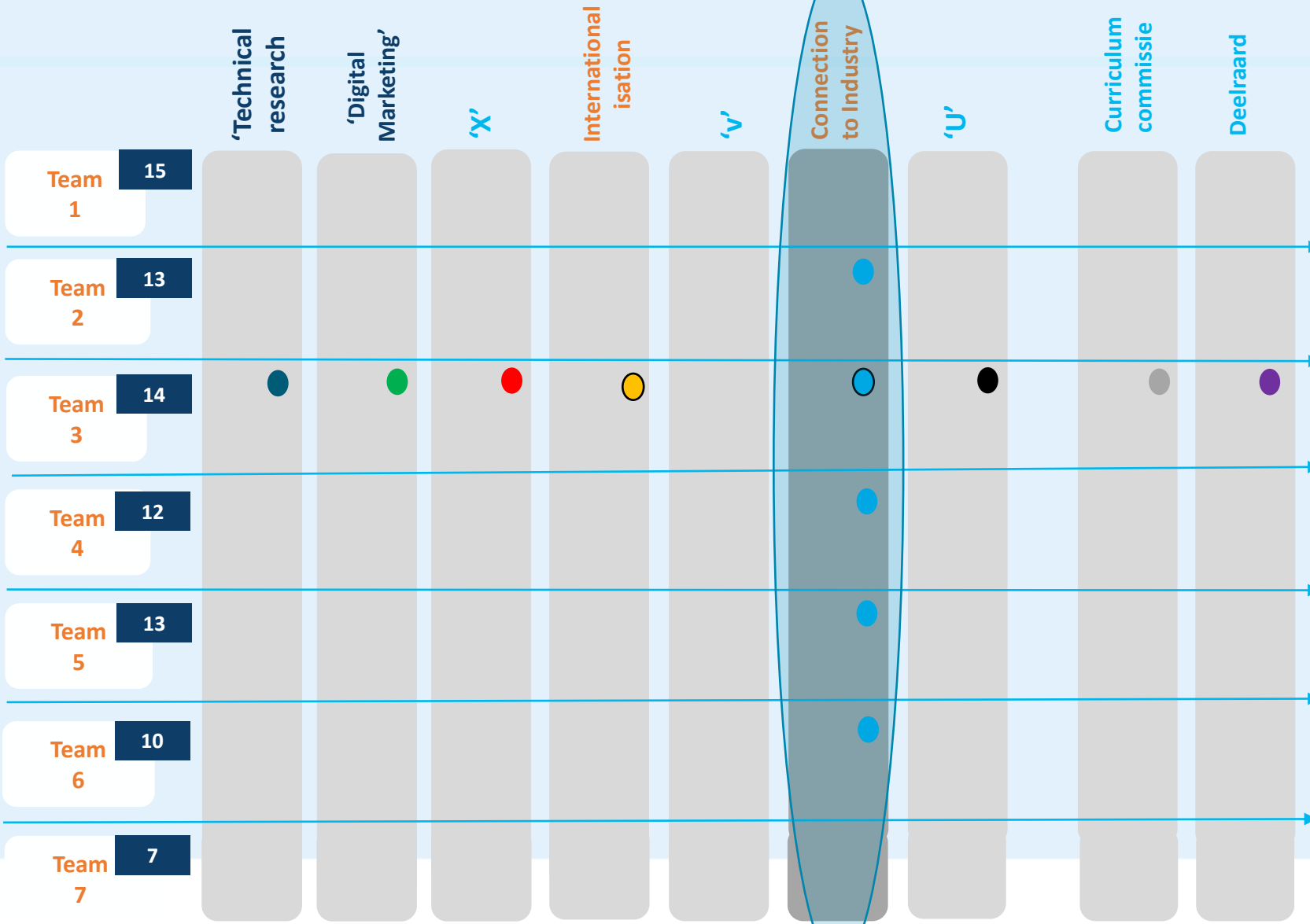
o, p, q

r, s

t, j

k, l, m

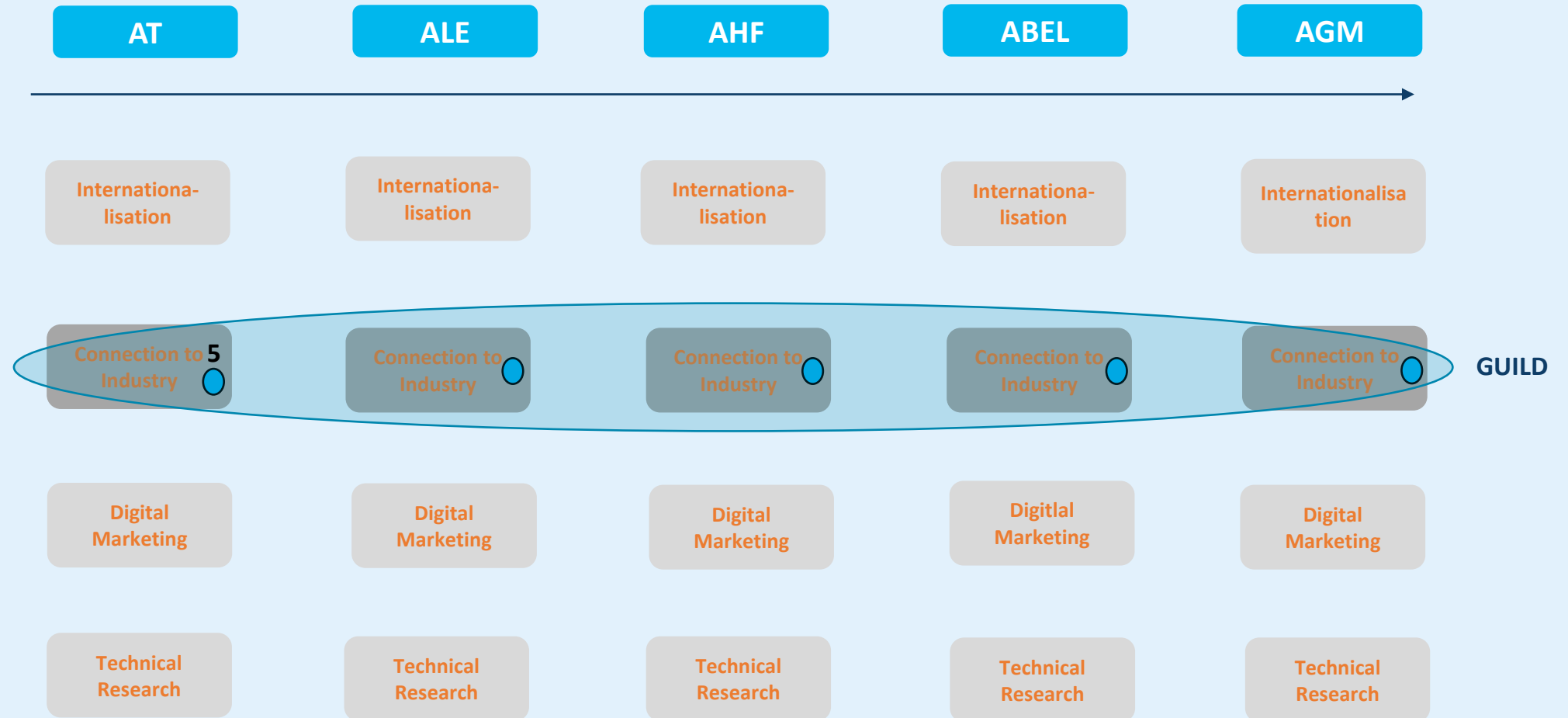
TEAMS



Team roles

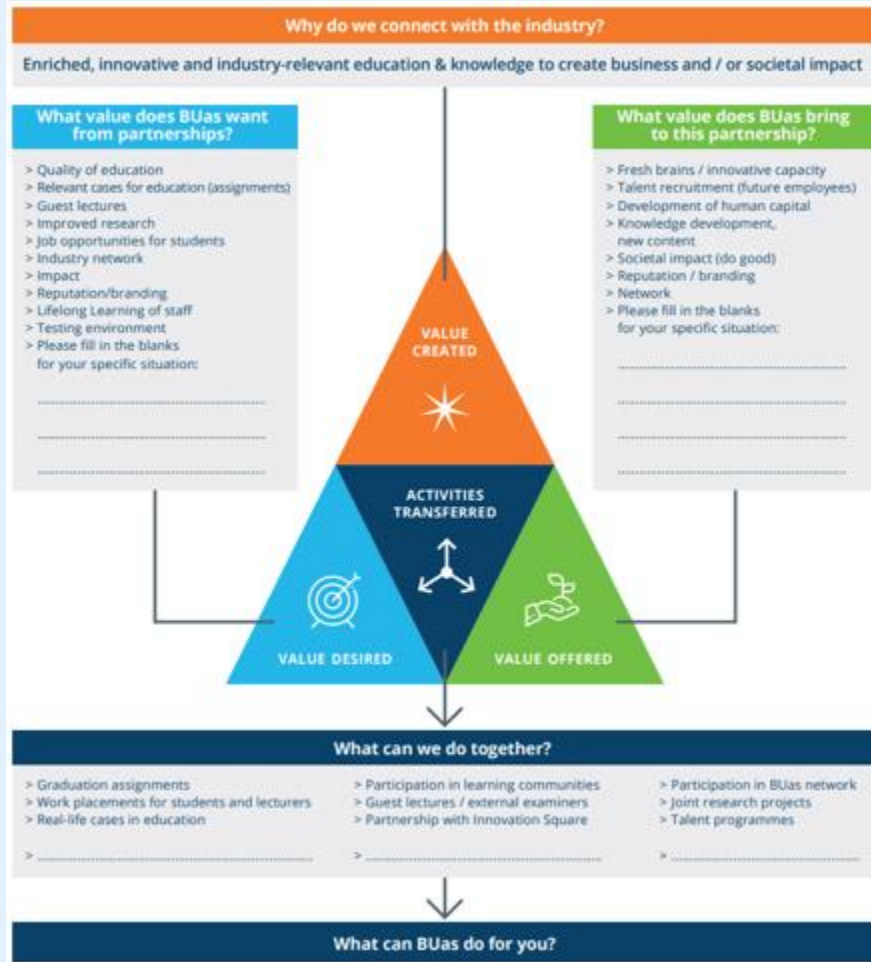
- quality education
- quality assessment
- ops excellence
- team cooperation
- student wellbeing
- connection industry
- strategy/lt-dvlpmt
- cooperation with org.
- point of entry for connection industry
- point of entry for research

Intra Academies/Departments within the University



Connect to industry / Alumni

Industry co-operations



BUas Partnership Proposition Canvas:

The leading model for engagement/cooperation with industry partners

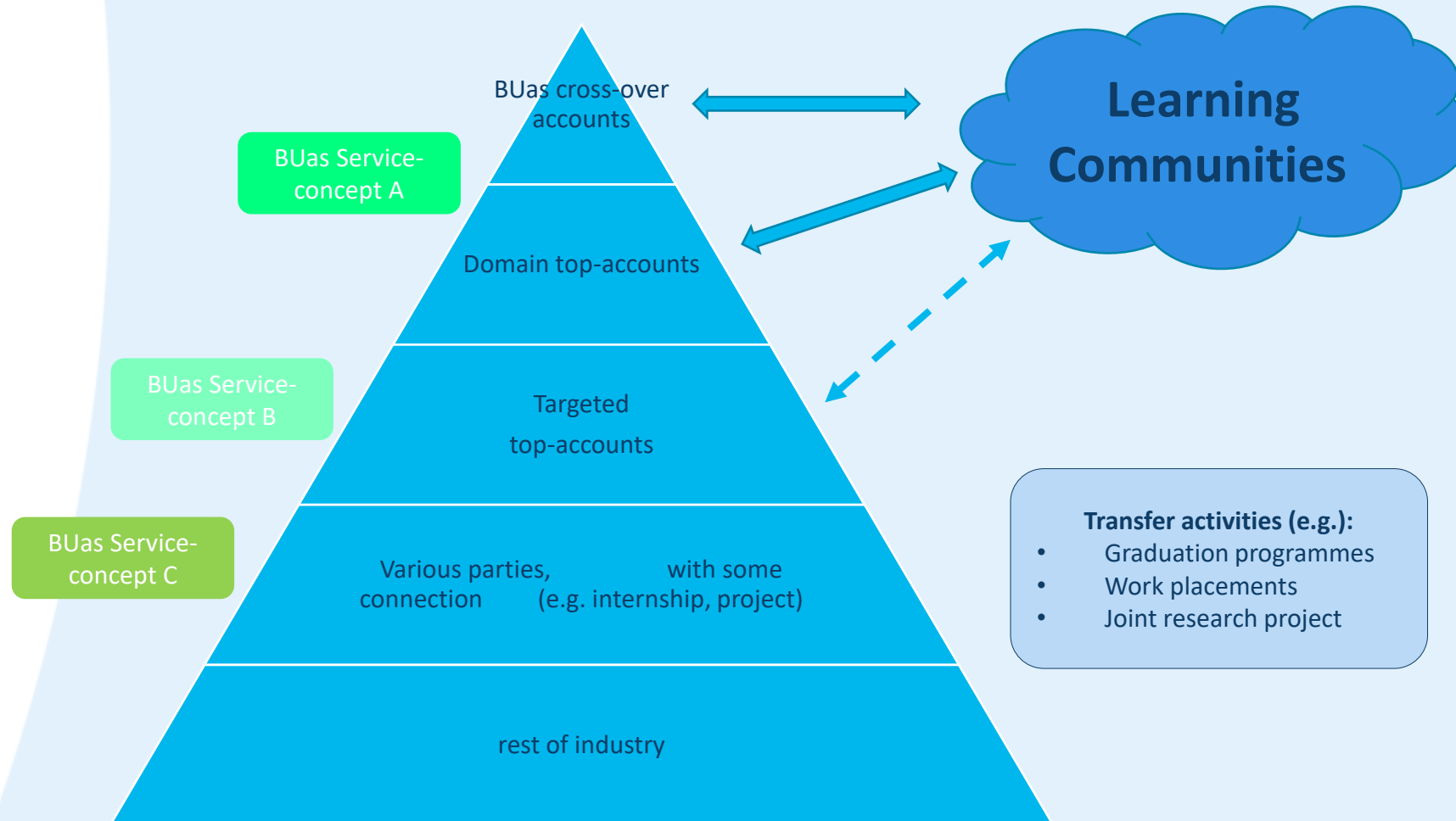
Connect-to-Industry Committee (CIC):

BUas platform to develop and execute initiatives

Key initiatives 2022:

- Determine industry account-pyramid and differentiate
- Make inventory of industry contacts per domain, determine (target) top-accounts
- Appoint BUas (academy) ambassadors as 'account managers' to strengthen BUas industry relations
- Organise BUas support and facilitation (academy and central level), and create processes and tools
- Define link with Learning Communities
- BUas.nl website (for industry and cooperation): improve and develop further to facilitate BUas industry relations
- Apply Innovation Square as a vehicle for knowledge exchange and partnership development

Strong BUas brand and reputation + connections → Connect to industry & alumni



Connect-to-industry priorities:

- Create ambition + goals and coordination-model on CIC central and academy-level
- Determine academy/domain and BUas account-pyramid
- Differentiate in 'service-level'
- Appoint ambassadors as 'account managers'
- Facilitate (e.g. buas.nl, CRM)
- Define link with Learning Communities

Connect-to-alumni priorities:

- Organise overarching activities / programme:
 - Knowledge events
 - Feel good/connect
 - Contribution to education
- Develop buas.nl, newsletters

Meeting-structure - Connection to Industry

meeting	<u>Academy</u> Connection to Industry Committee	<u>BUas</u> Connection to Industry Committee	Industry Board
frequency	Monthly	Bi-monthly	2x per year
participants	Team-members with assigned CI-role	Account Managers Placement-bureau representatives	CvB Academy Directors Industry members
agenda	<ul style="list-style-type: none">• Placements• Guest-lectures• Learning Communities• Assignments/projects• Examiners	<ul style="list-style-type: none">• Policy alignment• Training Account Management• Organisation of BUas-wide industry events	<ul style="list-style-type: none">• Trends & developments• Experiences• Digital realities• Places• Sustainability & Innovation

What makes industry–university collaboration succeed?

What makes industry–university collaboration succeed? A systematic review of the literature

• Robert Rybníček & Roland Königsgruber

Journal of Business Economics **volume 89**, pages 221–250 (2019)

Output factors

- Objectives – visions aims and goals – and the compatibility of them over time
- Effective knowledge transfer – over time, are policies and incentives in place

Framework factors

- Environment – govt support, legal restrictions, market environment
- Contracts and property rights – formal agreements, patents, legal set-up
- Geographic proximity – helps to support the relationship through regular interactions, meeting and informal networking

What makes industry–university collaboration succeed?

Institutional factors

- Resources – staff, time and access to the necessary equipment/infrastructure
- Structure – of both organisations, projects managers can be key to progress
- Willingness to change and be flexible – as circumstances change over time

Relationship factors

- Communication – regular, to the right people and using the same language
- Commitment – of senior mgt as well as people driving the projects
- Trust – takes time to establish, often builds through smaller projects first
- Culture – developing a mutual understanding about each other

Implications To Focus On When Developing Collaborations

- Flexibility - with setting and keeping priorities and management control
- Honesty – treating the partner fairly as things evolve
- Clarity – with aims and objectives
- Awareness – of the legal, political, environment and other factors

Want More Detailed Information?

Managing Strategic Partnerships with Universities in Innovation Ecosystems: A Research Agenda.



This paper posed the question how can strategic partnerships with universities be established and managed in innovation ecosystems in order to develop companies' entrepreneurial and innovation capacities?

Joint paper from Department of Mathematics, Computer Sciences and Economics (DIMIE) and Department of European and Mediterranean Cultures, Environment and Cultural Heritage (DICEM), University of Basilicata, Italy

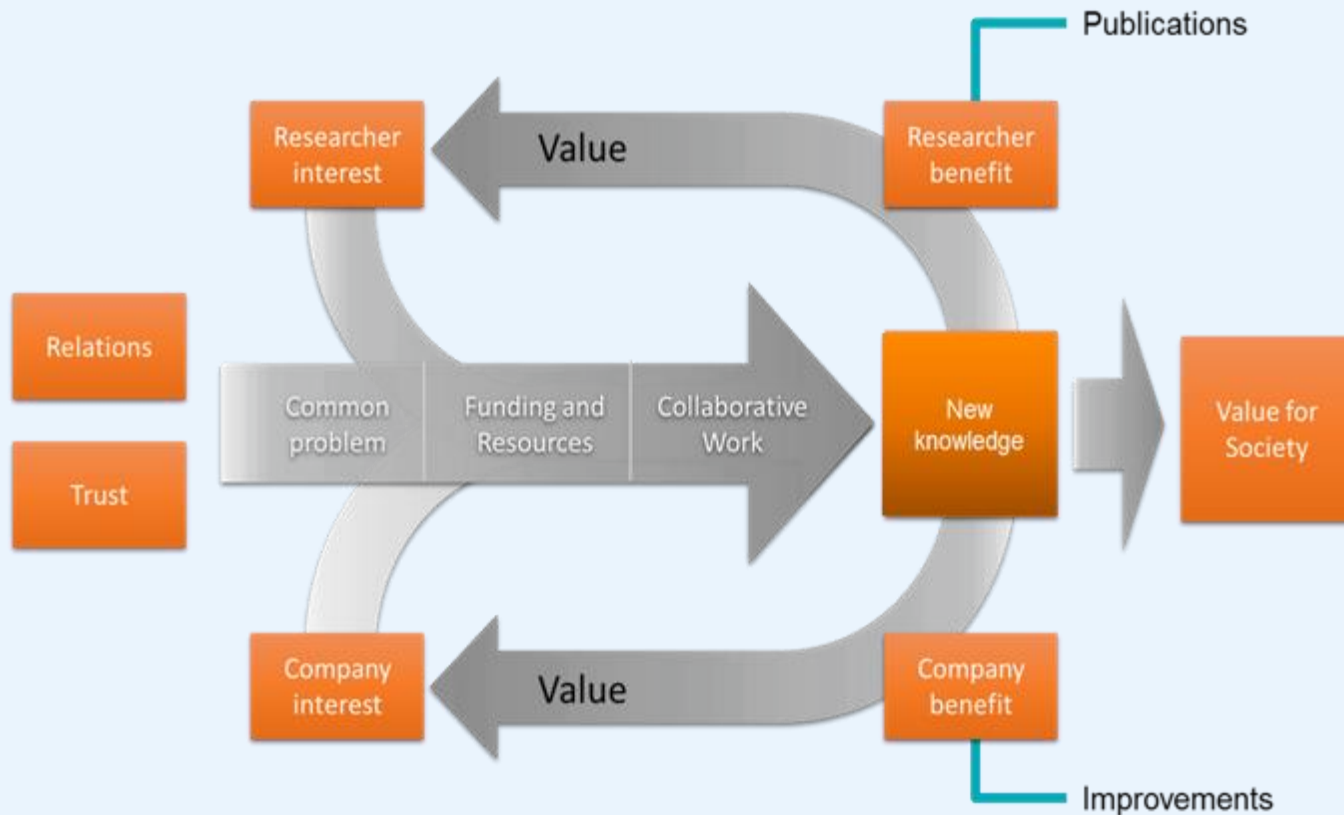
The challenge is to develop an assessment framework including qualitative and quantitative indicators that can comprehensively evaluate collaborations of innovation ecosystems with universities and drive their management.

Increasing the Impact of Industry-Academia Collaboration

“From an academic perspective, it can be more interesting when things are not working than when they are. In industry, we don’t find that interesting, only frustrating.”

Industrial manager in this study, reflecting on university collaboration

Knowledge Foundation Co-production Model



The conceptual co-creating model is based on three phases. It starts with formulating a common problem that both the academic and industrial representatives are interested in from their respective perspectives.

The funding and resources phase is important in securing involvement and participation in the research from both industry and academia.

Finally, in the collaborative work phase, the actual research needs to be conducted collaboratively, demanding relevant research methodologies and project management.

Six Elements of Increasing the Impact of Industry-Academia Collaboration

The authors note that there is a need to:

“Consider both a mutual industrial and academic perspective, and empirically explore how the impact can be enhanced by considering certain key factors in the research process”.

While, “The context of the research conducted and presented in this article is in Sweden, where universities and international industrial companies are encouraged to conduct research together. The article highlights some of the major challenges when co-producing knowledge”.

Finally adding that “To do collaborative research requires awareness and certain skills from the participating organizations”

I = Influential (technical, scientific, and practical)

M = Memorable (lasting experience, “measurable” outcome)

P = Practical (integrating knowledge about the practitioner)

A = Actionable (connections based on authenticity)

C = Co-created (through learning-driven collaborations)

T = Transformational (create new questions and possibilities)

Questions?

