



SMEs & Universities: Developing Effective Partnerships for Business Growth

All-Wales Seminar for Business, Universities,
Government and Business Support

16th November, St Asaph & Cardiff

REPORT

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About this Report

Lindsey Colbourne Associates (LCA) were appointed by the event Local Organising Committee to plan the discussion sessions and provide facilitation for the responsive and participatory sections of the programme.

To establish the main concerns impacting upon business-university co-working and thus give a focus to the event discussion sessions, LCA conducted a series of pre-event telephone interviews with a range of delegates and other interested parties. Opinions were then displayed on a rolling presentation in the reception rooms at both Wales venues throughout the duration of the meeting to provide an impetus to discussions during the day.

The structured discussion sessions during the event used three separate proforma sheets to encourage participants to detail their views on different aspects of business-university co-working, how this could be enhanced, and what they felt were key opportunities for the promotion of interaction.

This report, prepared by LCA, comprises material gained during the telephone interviews and from the completed proforma work sheets to provide an overview of the outcomes from the discussion sessions of the event programme.

The report is being circulated to all participants and will appear in full at:
<http://marketplace.innovation-network.org.uk/nov07event/outputs.aspx>

Event Background

This all-Wales seminar developed as part of a UK-wide initiative of The Royal Academy of Engineering. Although much has been achieved in recent years to bring industry and academia closer together, as reflected in the Lambert Review, evidence suggests that, while a significant number of businesses engage very successfully with universities, such links are far more limited for smaller businesses which are either technology-poor or technology-followers. These businesses are likely to need close-to-market technology solutions or consultancy services in contrast to large-scale businesses which spend significant research budgets and can focus on longer term or blue sky research.

Through a series of seminars being held throughout the UK, each covering a different aspect of this issue, the aim is to gather examples of best practice and garner evidence to establish an informed perspective on what works well and not so well in each region of the UK.

Ultimately, the information gathered from these seminars will be incorporated into a UK-wide report by Judge Business School in Cambridge for The Royal Academy of Engineering.

The event received financial support from the Welsh Assembly Government Knowledge Exploitation Fund, Cardiff University and The Royal Academy of Engineering.

All-Wales Seminar

To ensure that the Wales seminar in this series afforded a genuine opportunity for business and academia across Wales to participate, the event was held simultaneously at venues in South and North Wales. This offered the additional benefit of bringing out the differing needs of business in each area, allowing informed, distinct, regional approaches to be developed.



Direction and guidance for the Wales seminar came from a Local Organising Committee, comprised of senior academics, business representatives and government from:

- BIC Innovation
- Cardiff School of Engineering, Cardiff University
- Cardiff University Innovation Network
- Federation of Small Businesses
- Royal Academy of Engineering
- Swansea University
- University of Glamorgan
- Welsh Assembly Government



Index

	Page
1. Meeting Aims & Programme	5
1.1 Aims of the meeting	5
1.2 Programme	5
2. Scene Setting, Presentations and Case Studies	7
2.1 Professor Hywel Thomas, Head Cardiff University School of Engineering	7
2.2 Dr David Grant, Vice-Chancellor, Cardiff University	7
2.3 Dr Virginia Chambers, Director, Technology & Innovation The Welsh Assembly Government Perspective	7
2.4 Case Study 1 – Cogent Power Ltd & Cardiff University Keith Jenkins	7
2.5 Case Study 2 – Vision Support Trading & Bangor University Ed Yau & Dr Richard Edwards	7
2.6 Case Study 3 – Rumm Ltd & University of Glamorgan Jamie Watkins & Dr Steve Lloyd	7
2.7 Professor Nigel Weatherill Pro Vice-Chancellor, Swansea University “What’s In It for Universities”: A University Perspective	7
3. The Results of Table Discussions	8
4. Next Steps	44
5. Breakdown of Participants	45
6. Evaluation	46
7. Views expressed by a range of stakeholders during informal telephone interviews conducted prior to the meeting	55
7.1 Methodology	55
7.2 What stakeholders in Wales say about SME-University collaboration today	55
8. Summary of findings and recommendations	61
8.1 Improving communications and networking opportunities	61
8.2 Managing the interface between business and universities	61
8.3 Marketing university services	61
8.4 Changing attitudes at universities	61
8.5 Policy and fiscal issues	62
8.6 On the 3 rd mission	62
8.7 Assistance & incentives for SMEs	63



1. Meeting Aims and Programme

1.1 Aims of the Meeting

This seminar brought together academics, knowledge transfer professionals, politicians and a wide range of business and business support interests from across Wales to explore the potential for progress (and breakthrough) to enhance collaboration between SMEs and universities in Wales.

1.2 Programme

Time	Session	Notes
9.00	Arrivals and Registration	Networking opportunity
9.30	Welcome & Opening Introductions	Professor Hywel Thomas, Cardiff University & Sarah Dickins
	Welcome Address	Dr David Grant Vice Chancellor, Cardiff University
9.40	The WAG perspective: enhancing the knowledge economy through SME – university co-working, outlining drivers for change and WAG commitment to empowering enhancement	Dr Virginia Chambers Director, Technology & Innovation, Welsh Assembly Government
9.55	Introduction to the day and each other	Dr Catrin Ellis Jones, facilitator At tables, participants introduce themselves and outline personal aspirations and expectations for the morning's event
10.10	Case Study 1	Keith Jenkins, Cogent Power Ltd & Cardiff University
10.25	Case Study 2	Ed Yau, Vision Support Trading Ltd & Dr Rich Edwards, Bangor University
10.30	Table Discussions	Participants reflect on what they have found most thought provoking or insightful from the plenary sessions
10.45	Case Study 3	Jamie Watkins, Rumm Ltd & Dr Steve Lloyd, University of Glamorgan
11.00	A University Perspective	Professor Nigel Weatherill Pro Vice-Chancellor, Swansea University
11.15	Break	



Time	Session	Notes
11.35	Working Session Participants list the opportunities for promoting more effective co-working between SMEs and universities	Participants draw on what they have heard and on their own experience to create a list of ideas for ways forward. What are the top 3 things that the table groups think could really influence & promote effective collaboration, and why?
12.15	Feedback	Participants in Cardiff and St Asaph give a flavour of their views and ideas
12.30	Working Session Exploring our top priority in more detail	Participants choose an option for further analysis. What is the idea? Who will benefit? How? What are the barriers? What is required to make it work?
13.00	Working Session Individual assessment of the issue and the effectiveness of the meeting	Participants are asked to consider the questions posed by organisers and sponsors, Royal Academy of Engineering and Cardiff University Innovation Network
13.13	Next Steps	Catrin Ellis Jones What will happen to your findings? How you can continue to engage with this topic and with the organisers
13.15	Thanks and Closing the Proceedings	Professor Mike Kelly Royal Academy of Engineering Sarah Dickins
13.20	Lunch	



2. Scene Setting, Presentations and Case Studies

2.1 Professor Hywel Thomas, Head, Cardiff School of Engineering, Cardiff University

Welcome and introduction to the event.

2.2 Dr David Grant, Vice-Chancellor, Cardiff University

Outline of the Royal Academy of Engineering co-operation with partners and the importance of university/business interaction, highlighting the breadth of expertise available to companies in Wales from the universities.

2.3 Dr Virginia Chambers, Director, Technology & Innovation The Welsh Assembly Government Perspective

<http://www.innovation-network.org.uk/downloads/Virginia-Chambers.ppt>

2.4 Case Study 1 – Cogent Power Ltd & Cardiff University Keith Jenkins

<http://www.innovation-network.org.uk/downloads/Cogent.ppt>

2.5 Case Study 2 – Vision Support Trading & Bangor University Ed Yau & Dr Richard Edwards

<http://www.innovation-network.org.uk/downloads/VST-and-Bangor.ppt>

2.6 Case Study 3 – Rumm Ltd & University of Glamorgan Jamie Watkins & Dr Steve Lloyd

<http://www.innovation-network.org.uk/downloads/Rumm.ppt>

2.7 “What’s In It for Universities” A University Perspective Professor Nigel Weatherill, Pro Vice-Chancellor, Swansea University

<http://marketplace.innovation-network.org.uk/nov07event/nwsummary.aspx>



3. The Results of Table Discussions: opportunities and ideas for enhancing SME-University collaboration

This section records the results of each table's discussions, extracted from the proformas completed during the working sessions.

1) Long list of opportunities for promoting more effective co-working between SMEs and universities

- Need longer term funding so that networks last, or at least a record of what has happened, so that it is a continuous process.
- Opportunities companies can access via internet to have potential idea sharing platforms.
- Key contacts at universities to be published more effectively for SMEs to know who they are.
- Universities need to market themselves more effectively. Need instant access for companies from the student driven homepage – similar to "yellow pages".
- More staff available, dedicated to SME collaboration.
- Cross border issues need to be addressed as Team Wales is effective in Wales but need more interaction on the borders.
- Work needs to be done to motivate academics to work with SMEs.
- Finance.

2) Describe the 3 most compelling/interesting ideas for enhancing SME-University collaboration

Why is this idea so important?

1) NETWORKS need to be accessible via e-methods, as programmes may finish or change. Homepages are student driven. There is also a need for an instant access button for SMEs to go straight to where & when they need to.

2) DRIVERS for ACADEMICS. Motivation and buy-in is called for from all areas, from the VC, Heads of Departments and Government.

3) DEDICATED STAFF who are business focused to act as intermediaries between other business support and academics.

This would be a continuous mechanism for SMEs to ensure ongoing dialogue with universities that any new programme would be able to access.

Need to place a value on what universities do with SMEs.



3) Give us a little more detail about a top opportunity for promoting more effective co-working between SMEs and universities				
Describe your idea/opportunity	Who will benefit and how, as a result of the change we are considering?	Is there likely to be any resistance? Where/who from?	What needs have to be met to ensure this change is effective?	Is there another way of achieving these benefits without/with fewer adverse conditions?
Overarching, multidisciplinary, dedicated SME liaison teams, which market themselves effectively by networking internally & externally, using existing business support organizations, such as Business Eye, professional institutions, WAG etc.	<p>Departments benefit as cross work is encouraged allowing greater flexibility.</p> <p>One stop shop for SMEs to access all the expertise they need.</p> <p>Govt can use these teams to implement strategies.</p> <p>More partnership.</p>	<p>Financial barrier? Require finances to fund these teams.</p> <p>Inter-university / departmental competition.</p>	<p>Has to be a "team".</p> <p>Needs individuals to be in effective communication with all stakeholders to raise & keep profile of team.</p> <p>No other roles.</p> <p>Slack periods should be marketing periods.</p>	<p>Highly achievable with the right motivation.</p> <p>Perhaps use facilitation such as Business Eye.</p>



1) Long list of opportunities for promoting more effective co-working between SMEs and universities

- Speed of response of universities needs to be faster.
- Person talked to has no power – delays, commercial interest wanes.
- Universities are good at high level research – SMEs need fit for purpose attitude.
- Universities are very risk averse.
- Need one person in universities whose sole role it is to engage and make decisions.
- Key part of focus is commercial/industrial – experience focused person.
- People are most important, not equipment.
- University ⇔ Business needs to be Business ⇔ Business.
- 3rd mission funding biased to S Wales – rebalance to support smaller universities.
- Need commercial communication strategy from universities – a dedicated sales team to inform SMEs.
- Single point of entry for Govt funding schemes.
- Incentives for delivery.
- Universities’ attitude to IP – they want 100% and that needs to change.
- More active championing from Gov / Sales team

2) Describe the 3 most compelling/interesting ideas for enhancing SME- University collaboration	Why is this idea so important?
<p>1) ONE STOP SHOP for all commercially focused activities – central. Marketing. Coherent But where does it sit?</p> <p>2) Improve commercial awareness of universities’ resources, decision making capacity. Dedicated staff (not purely academic).</p> <p>3) Intellectual Property Issues There is currently no industrial experience in universities to speak of. Universities need to be less risk averse.</p>	<p>Consistent approach. Raise Awareness. Get funding for business. Brings revenue to universities, removes confusion.</p> <p>Improves the speed of response.</p> <p>IP can be a deal breaker.</p>



3) Give us a little more detail about a top opportunity for promoting more effective co-working between SMEs and universities

Describe your idea/opportunity	Who will benefit and how, as a result of the change we are considering?	Is there likely to be any resistance? Where/who from?	What needs have to be met to ensure this change is effective?	Is there another way of achieving these benefits without/with fewer adverse conditions?
<p>“One stop business support” at universities.</p> <p>Purely commercial service, with 3rd mission focus</p>	<p>SMEs will benefit.</p> <p>Better access to funding but also:</p> <ul style="list-style-type: none"> - facilitate knowledge transfer; - increase uptake of schemes; - speed process up; - reduce resistance to process from SME. <p>Students also benefit from increased awareness of employment opportunities, particularly locally.</p>	<p>Resistance to change & lack of understanding.</p> <p>For universities there is the idea that this is not their core function.</p> <p>Assembly - loss of control.</p> <p>Avoid lengthy consultancy process.</p>	<p>Willingness to change.</p> <p>Govt support to encourage universities to be more business facing.</p> <p>Marketing campaign to promote the service.</p>	<p>Could be achieved by individuals if given freedom to develop local initiatives.</p> <p>Too much conflict of interest.</p>



<p>1) Long list of opportunities for promoting more effective co-working between SMEs and universities</p> <ul style="list-style-type: none"> • How to access the sources? • How are universities aware of what SMEs actually require? • Need to be able to provide individual solutions to SME's individual needs. • Universities need to have in place a funding scheme that enables them to prepare relevant quotes once enquiries from business has reached them • Universities need to give clear rules of engagement.

2) Describe the 3 most compelling/interesting ideas for enhancing SME- University collaboration	Why is this idea so important?
1) Consultancy – quoting for the work.	This is so that both parties understand costing for a short term project. And clarify "how can the university really help us?"
2) Training through to PhD research.	Building a long term relationship with a university.
3) Access to universities.	Single point of contact.

3) Give us a little more detail about a top opportunity for promoting more effective co-working between SMEs and universities				
Describe your idea/ opportunity	Who will benefit and how, as a result of the change we are considering?	Is there likely to be any resistance? Where/who from?	What needs have to be met to ensure this change is effective?	Is there another way of achieving these benefits without/with fewer adverse conditions?
<p>Funding for R&D to be lead by SME.</p> <p>The Govt funds research grants through SMEs to the universities.</p> <p>Access to existing research publications.</p>	<p>SME will benefit, as will the universities.</p> <p>A scheme like this makes the universities need the SMEs.</p> <p>It makes R&D more commercial.</p>	State aid.	The universities see SMEs as a source of funding.	No.



1) Long list of opportunities for promoting more effective co-working between SMEs and universities

- Merge HE & FE – continuum of support rather than competition – simpler for SMEs re training.
- HEs – appoint Industrial Liaison Manager – single point of contact.
- Assembly – Flexible Business solutions. Needs to be integrated with the offerings – make sure advisers are appropriately informed.
- Marketing – HEs need to be better at it. Use single point of access – commercial offices aren't getting this message across. Businesses articulate needs, business support needs to suggest delivery solutions.
- Recognise HE is not always best provider for technical solutions – private sector often more geared to business needs. Example: "Business Point" – customer relationship management at a single point – easy access for companies.
- Training. HE – higher level. Suite of CDP provision needed. Learn from FE. Avoid competing, provide continuum.
- Make clear what's available.
- Clarify competition issues with private sector.
- Proven ability to deliver will encourage SMEs to engage.
- Mini KTP – more flexibility is needed. Marketing etc. not allowable for HE currently. Need flexibility in KTP system to respond to project needs.
- "Silos" of available schemes. Need continuum and flexibility of provision.
- Spin-out programme: promote spin-in as support mechanisms for businesses which want to link closely with university.
- Academic careers – need progression benefit from 3rd mission engagement.
- Create business related KTPs for universities to achieve – provide training for academics working with business.
- Financial systems within HE – streamline process to incentivise departments and academics working with business.
- Skills – human capital. Attract & retain graduates. Grow HE expertise in areas local economy needs, then attracting & retaining improves.
- Fiscal regime to support SMEs – c.f. recent corporation tax changes.



2) Describe the 3 most compelling/interesting ideas for enhancing SME-University collaboration	Why is this idea so important?
<p>1) Marketing – single point of contact, continuum of provision. Provide a clear statement of what is on offer.</p> <p>2) Fiscal environment – reward business for engaging with universities. Reward academics for engagement. Part of KTPs be judged on level of engagement.</p> <p>3) HE & FE – continuum of provision There should be collaboration not competition. Need closer union? Mergers?</p>	<p>Easier access for SMEs. Write it in their language. Can be transmitted via business people – integration with mainstream business support.</p> <p>Change the culture: Number of publications should not be sole driver. Target drivers for 3rd mission. Insufficient weight is given to monetary impacts of engaging with universities (for business – the Gvt places disincentives).</p> <p>Provide easier access for SMEs. Streamline support. Easier to match to company needs.</p>



3) Give us a little more detail about a top opportunity for promoting more effective co-working between SMEs and universities				
Describe your idea/ opportunity	Who will benefit and how, as a result of the change we are considering?	Is there likely to be any resistance? Where/who from?	What needs have to be met to ensure this change is effective?	Another way of achieving these benefits with fewer adverse conditions?
<p>Improving academic engagement in 3rd mission requires funding to buy-out academics' time.</p> <p>Streamlined financial mechanisms within the university to provide benefit back to departments and academics.</p> <p>Secondments to industry.</p> <p>Supported training for academics.</p> <p>Performance targets for academics for 3rd mission – equal weight with papers (and research funding) and teaching.</p> <p>Positive career impact from engaging in 3rd mission</p>	<p>SMEs – gain access to latest thinking in the field. Secondments provide short term boost to staff. Networks. Better quality graduates</p> <p>Large companies – As above. Plus: strategic alliances made easier – better pool of academics to work with.</p> <p>Academics – Career opportunities. Opportunities to identify research with practical application. Spin-out opportunities</p> <p>Universities – income, funding. Reputation. Engagement with local economy and community.</p> <p>Students – academics bring back industry perspective. Opportunities for placements etc.</p> <p>Communities – healthy local economy</p>	<p>Academics? Some want to focus on “blue skies” only.</p> <p>Procedural inertia.</p> <p>Political resistance – re RAE etc. – awarding funding based on performance matrix which involves 3rd mission</p>	<p>Long-term view – career success / failure is involved so needs to be carefully planned.</p> <p>People need confidence; goalposts can't move.</p> <p>Business needs, particularly re training academics and secondments.</p> <p>Ongoing dialogue needed to ensure focus is maintained</p>	



1) Long list of opportunities for promoting more effective co-working between SMEs and universities

- Improve communication of existing opportunities (e.g. grants).
- Improve visibility of existing opportunities.
- Encourage more promotion/links with universities through the activation of FSB, Chambers, Business Eye – too little promotion through these channels currently.
- Articles, case studies, success stories more widely available.
- Make clear the range of instruments available to enable collaboration e.g. SMART, KTP & also what the barriers/requirements of each are.
- Try to reduce the administration burden to SMEs of participating in grant funded schemes.
- Universities to find better ways to see the “vision” of opportunities arising from enhanced co-working. Translating the potential in immediate commercial benefits of research activities.
- More “shared risk” & “shared reward” relationships (not just commercial licensing deals).
- Training & under/graduate placements. Helping SMEs by putting on bespoke courses to introduce missing skill sets.

2) Describe the 3 most compelling/interesting ideas for enhancing SME- University collaboration	Why is this idea so important?
<p>1) Universities to perform work at less than FEC in exchange for a share of future revenue / PBT. Hence the university makes a longer term commitment to an idea / development.</p> <p>2) Try to reduce the administrative burden to SMEs of participating in grant funded schemes. The range of funded schemes seems to demand too much paperwork that is onerous to complete.</p> <p>3) Improve communication of existing opportunities for collaboration between SMEs & universities.</p>	



3) Give us a little more detail about a top opportunity for promoting more effective co-working between SMEs and universities				
Describe your idea/opportunity	Who will benefit and how, as a result of the change we are considering?	Is there likely to be any resistance? Where/who from?	What needs have to be met to ensure this change is effective?	Is there another way of achieving these benefits without/with fewer adverse conditions?
Increased shared risk / shared reward activity to improve progression of "idea" to reduce cost to business to introduce innovations.	Both: Company – reduced initial outlay & lower costs. University – get more back than usual with successful projects.	University – resistance to risk. Company – sharing reward.	Goals/outcomes. Effective agreement. Collaboration agreement. University needs business assessment of risk (extra overhead).	Lowers cost resource of equivalent standing (SMART award?).



1) Long list of opportunities for promoting more effective co-working between SMEs and universities

- Importance of good point of contact – well connected, network.
- Create something for Wales that is similar to “London Technology Network” (LTN)?
- “Speed networking events” useful. Targeted incentives for SMEs to attend.
- Events with definite outcomes e.g KTPs on offer.
- Clarity regarding ownership of IP.
- Large time investment necessary to get KTP etc. off the ground – onerous for some SMEs to even contemplate.

2) Describe the 3 most compelling/interesting ideas for enhancing SME- University collaboration	Why is this idea so important?
<p>1) EVENTS – should be clear what potential benefits there will be for attendees. Tangible outcomes. Financial incentives. Relationships. “Dragon’s Den” model workshops?</p> <p>2) Points of contact / directory within or across universities. Who do you contact with a need? Need for networks like the LTN. Need to use relationships as a matrix of quality with universities. Use of alumni networks. How do you develop relationships from universities to SMEs (SMEs are more diffuse).</p> <p>3) Problem of onerous time involvement needed to get KTPs etc up and running (at least 3-4 months) – can this be mitigated? It’s a lot of investment for SMEs. “Collaboration Angels” – application writing service?</p>	<p>SPARK</p> <p>FUEL</p> <p>OXYGEN</p>



3) Give us a little more detail about a top opportunity for promoting more effective co-working between SMEs and universities				
Describe your idea/opportunity	Who will benefit and how, as a result of the change we are considering?	Is there likely to be any resistance? Where/who from?	What needs have to be met to ensure this change is effective?	Is there another way of achieving these benefits without/with fewer adverse conditions?
<p>To facilitate/mitigate the application process for KTPs etc. – can take months, especially for 1st.</p> <p>“Collaboration angels” – case workers for company funded by Venture Capital (?) who recoup from successful applications. Would need to be incorporated into Gvt policy.</p> <p>KTPs and similar to figure in merit calculation (like RAE scheme).</p>	<p>SMEs – lower the barriers to collaborations / partnerships.</p> <p>Universities – more partnerships.</p> <p>Lower risk – quicker response.</p> <p>Private investors – return on investment.</p>	<p>Government – requires change in policy.</p> <p>Investors – need convincing that it’s a good idea.</p> <p>Universities – extra work, might resist figures of merit idea (Ivory Tower syndrome).</p>	<p>Ring-fence IP.</p> <p>Change in policy.</p> <p>Find investors. Provide incentives for 3rd mission activities.</p>	<p>Not that we can think of right now!</p> <p>Loads of public money?!</p>



1) Long list of opportunities for promoting more effective co-working between SMEs and universities

- Create network between universities and SMEs to build links.
- Create culture of R&D in SMEs.
- Build on research expertise in business by using facilities in universities.
- Maximise opportunities for convergence funds to promote co-working.
- Spin-out expertise into market place.
- PhDs? Or experienced people to act at interface between SMEs and universities – speed dating for SMEs? Trigger for effective collaboration.

2) Describe the 3 most compelling/interesting ideas for enhancing SME- University collaboration	Why is this idea so important?
1) Speed dating for SMEs? Trigger for effective collaboration.	Marriage broker, It's a problem – how to find a good match?
2) Place to go shopping for solutions.	Somewhere that can be visited when the business wants.
3) Tri-commitment – expression of commitment by all parties – business / academics / Govt.	Recognition by all that there is need to work together and it is not just one party's problem, but everyone's problem.



3) Give us a little more detail about a top opportunity for promoting more effective co-working between SMEs and universities				
Describe your idea/ opportunity	Who will benefit and how, as a result of the change we are considering?	Is there likely to be any resistance? Where/who from?	What needs have to be met to ensure this change is effective?	Is there another way of achieving these benefits without/with fewer adverse conditions?
<p>“Speed dating” for SME & universities – A different, direct way of communicating.</p> <p>Look for targeted results in a short time.</p> <p>Take the problem to the right academic, in the right season.</p> <p>A counselor will be needed.</p>	<p>Academic – benefit when s/he has time in summer – less busy period and at right time in research cycle i.e. need to look for practical application to research.</p> <p>SME – connect with correct knowledge and gains outcome quickly.</p>	<p>All cultures need to change to ensure delivery of goals.</p> <p>Funding may be a barrier.</p> <p>Who takes ownership?</p>	<p>Funding for a driving system – a way of kick-starting to deliver self-sustaining system.</p> <p>Pilot to demonstrate effectiveness.</p>	<p>Look to options to utilise modern technology to remove any geographic or locational barriers.</p>



1) Long list of opportunities for promoting more effective co-working between SMEs and universities

- Help development project & increase knowledge.
- Access contact person.
- Sign posting internally and externally.
- To gain assistance to help business development through lower level activities initially – to taste benefits of co-working.
- Create better links with other support providers.
- Correct the current lack of continuity of funding.

2) Describe the 3 most compelling/interesting ideas for enhancing SME- University collaboration	Why is this idea so important?
<p>1) Base / one point of access to university knowledge & expertise. University to fulfill a brokerage role.</p> <p>2) Taster – Introduce potential benefits of co-working and collaboration (also highlight & showcase case studies).</p> <p>3) Continuity of funding & support programmes & consistency of identity.</p>	<p>To make access to universities much more readily available in current business support.</p> <p>Start a process for a longer term working relationship.</p> <p>Require long term planning at both project level and support level.</p>



3) Give us a little more detail about a top opportunity for promoting more effective co-working between SMEs and universities				
Describe your idea/ opportunity	Who will benefit and how, as a result of the change we are considering?	Is there likely to be any resistance? Where/who from?	What needs have to be met to ensure this change is effective?	Is there another way of achieving these benefits without/with fewer adverse conditions?
<p>Base of access to university knowledge and the university to act as a broker.</p> <p>Require dedicated contact person, who is proactive.</p>	<p>SMEs – opportunities.</p> <p>Universities.</p> <p>Local economies.</p> <p>As business develops the industry thrives, the local economy improves. A learning loop between the University and the SMEs benefits all.</p>	<p>3rd mission conflict and lower priority.</p> <p>Internal problems.</p> <p>Passive attitude – except for high profile projects.</p> <p>Universities are too inward looking, not brokering external deals & relationships.</p>	<p>Stability of programmes & funding.</p> <p>Marketing strategy targeted at satisfying SMEs needs.</p>	



1) Long list of opportunities for promoting more effective co-working between SMEs and universities

- Don't call it 3rd Mission – it is (mis)interpreted as 3rd rate!
- Need to place skills more explicitly in 3rd Mission agenda.
- HE sector jargon hinders interactions with business sector.
- HEIs can do more to target sectors to which they have most to offer.
- HEIs need to do better at publicising/marketing their wares to SMEs.
- HEIs need to market / promote / place their graduates to local companies.
- HEI web sites are currently too student focused & not business focused.
- SMEs need to understand the range of ways in which they can work with HEIs more effectively.
- HEIs business framework agreements possibly for groups of SMEs.
- Do HEIs have enough business-liaison staff?
- HEIs do not always understand business capabilities – scope for academic placements in business?
- WAG to include contracts from academic expertise / entry level.
- Facilitate access to academic expertise.
- FE links to wider markets.

2) Describe the 3 most compelling/interesting ideas for enhancing SME- University collaboration	Why is this idea so important?
<ol style="list-style-type: none"> 1) HEI – business friendly web sites – business portal. 2) Jargon – FREE. 3) Framework development – possibly developing collaborative industrial research. 	<p>Easier for companies to “shop” to meet their needs.</p> <p>Long term arrangements have greater positive impact.</p>



3) Give us a little more detail about a top opportunity for promoting more effective co-working between SMEs and universities				
Describe your idea/ opportunity.	Who will benefit and how, as a result of the change we are considering?	Is there likely to be any resistance? Where/who from?	What needs have to be met to ensure this change is effective?	Is there another way of achieving these benefits without/with fewer adverse conditions?
HEI – to develop more business friendly web sites.	Increase HE – business interactions to benefit both sectors.	No – other than resource grounds within HEIs.	Web site must be up to date. Subsequent requests for meetings / assistance etc. need to be followed up. Needs to identify demand and react accordingly.	Simple to do individually if resources permit but could do in Wales via HEW – sharing design costs.
HEIs should minimize jargon when talking to business.	HE & business sectors.	No – but easier said than done!	Training for academics to help them understand when they need to avoid in-house jargon when talking to potential clients / patrons.	
Develop framework agreements to enable groups of SMEs to benefit from HEI services.	As above	Funding likely to be an issue – but could develop existing projects – e.g. KEF, CIRPS.	Requires collaboration on all sides.	



1) Long list of opportunities for promoting more effective co-working between SMEs and universities

- Branding and representation to outside industry:
 - Common terminology for business liaison;
 - Roadshow & seminar & talks to business;
 - More profile for the universities outward looking liaisons – big button on the front page of the website;
 - Each technology area within the Faculties and Schools of the universities to have its own business liaison representative to link with the overall effort;
 - Marketing needs to reflect the long term nature of the business relationships.
- Incoming information seekers:
 - Perception needs to be raised in the business world to know where to go with a common theme / title etc.;
 - See above – if the profile is raised the outside world will understand where to go;
 - More seniority for business liaison to carry the clout within the university.
- Funding:
 - A common funding “giant” should be available to promote secondments to industry and other liaison activity.

2) Describe the 3 most compelling/interesting ideas for enhancing SME- University collaboration	Why is this idea so important?
<p>1) Branding / representation to business.</p> <p>2) Incoming service liaison.</p> <p>3) Funding It is not in the career interests of academic staff to deal with small business. Secondments and other liaison need more funding.</p>	<p>Up the profile to the outside world so that perception & understanding is enhanced.</p> <p>Outside need to know where to go and who to talk to.</p>



3) Give us a little more detail about a top opportunity for promoting more effective co-working between SMEs and universities				
Describe your idea/opportunity	Who will benefit and how, as a result of the change we are considering?	Is there likely to be any resistance? Where/who from?	What needs have to be met to ensure this change is effective?	Is there another way of achieving these benefits without/with fewer adverse conditions?
<p>"3rd Mission Funding":</p> <ul style="list-style-type: none">- it should be called something else;- should be much greater funding to enable universities to do more realistic profile raising of business liaison.	<p>Visibility raised and understanding promoted.</p> <p>University people will have greater opportunity to liaise with business.</p>	<p>There is a conflict between the requirements of public funding to account for money used and the priority of the universities to use the funding in the best way for their local circumstances and industries.</p>	<p>Public stake holders needs have to be satisfied. The use and aims of funding bids can be validated and accounted for.</p>	<p>Compromise. Don't be over prescriptive in the usage of the allocated funds. Universities to understand the requirements and devise useful schemes that fit.</p>



1) Long list of opportunities for promoting more effective co-working between SMEs and universities

- More university staff to attend business network events – more interactions, business clubs, and more regularly.
- More student or less senior staff involvement in networking (as above).
- Facilities – co-located at or near universities – incubators, clusters, etc. Better for promoting them
- To build trust – more facilitated discussions between academia & business – more open communications.
- Technology brokerage – technical speed dating.
- Understanding each other’s worlds – a forum for this.
- Making what’s available clear to both academia and SMEs – broader promotion – grants & funding etc. (easier to apply for).
- Review the cost of PhDs, post-docs or other – full economic costing makes access to these “brains” too expensive – not possible for SMEs.
- Availability of “soft training” programmes.
- Communication, teamwork, influencing etc.
- Access to funding – knowledge of what’s available and ease of application.
- The universities should pay SMEs for Partnership Projects as your students get as much benefit as the SME – this is very one-sided!

2) Describe the 3 most compelling/interesting ideas for enhancing SME- University collaboration	Why is this idea so important?
<p>1) More involvement of university staff in business network events – business forums generally. And more involvement of business people in understanding university issues.</p> <p>2) Making available training for all parties – communication, teamwork, and team building – creating trust, influencing, active listening.</p> <p>3) Developing the “reciprocal” nature of the relationship – incorporating funding and sharing costs.</p>	<p>Building trust, better cooperation, improved communication, empathy.</p> <p>Make relationships more efficient, effective, build bridges, provide results of successful projects.</p> <p>Understanding the commercial drivers. Learning is a two-way thing and benefits both parties.</p>



3) Give us a little more detail about a top opportunity for promoting more effective co-working between SMEs and universities				
Describe your idea/ opportunity	Who will benefit and how, as a result of the change we are considering?	Is there likely to be any resistance? Where/who from?	What needs have to be met to ensure this change is effective?	Is there another way of achieving these benefits without/with fewer adverse conditions?
<p>Developing the mutual nature of each specific project or partnership programme.</p> <p>Changing from supplier / client relationship.</p> <p>Revisit who funds the project.</p> <p>Academia – Government – Business – need more collaborative projects.</p>	<p>Both parties benefit from clarification of the goals of the project.</p> <p>Both share the benefits if goals are achieved. Shared costs, shared “spoils”, shared RISK.</p> <p>Growth of SMEs into larger companies – economic growth – employment – reputation of university – business and Wales.</p>	<p>Resistance from who adopts the “supplier” role.</p> <p>At present SMEs may need to pay in another way – equity share, dilution.</p> <p>Too risky for universities – leaving their comfort zone.</p> <p>Cash flow challenges.</p> <p>Revenue generation.</p>	<p>The profile of the economy of Wales is changing.</p> <p>There is a bias towards SMEs in Wales – we need more bigger companies.</p> <p>Recognised by universities as a valued contribution.</p> <p>Despite not publishing papers, the academic partner gets kudos too.</p> <p>The project must have real financial benefits.</p>	<p>Use existing “partners” who provides finance for such projects – VCs business angels etc.</p> <p>But the project could go out of Wales as a result.</p>



1) Long list of opportunities for promoting more effective co-working between SMEs and universities

- Use the press for features & articles on how universities can link to business – a series.
- Universities appoint more specialist liaison officers – industrial liaison offers.
- Which academics have good contacts – how do they interface, they need to be encouraged.
- Industrial liaison officer would provide the link with other academics and encourage them to become involved.
- Interaction with industry is not always involved enough – needs to be seen as a more important function.
- Use more effectively trade associations, CBI, Chambers of Commerce etc. – How? Universities to become more involved themselves with these supporting organisations.
- Need to get more academics into the business community & visa versa.
- Final year thesis could be in collaboration with a local business.
- Need to think internationally, UK and EU – widen own outlook (not just locally).
- Could student be involved – researching a company and possibly identify their needs and then suggest the basis of a thesis project (pro-active rather than reactive).
- Need to integrate together.

2) Describe the 3 most compelling/interesting ideas for enhancing SME- University collaboration	Why is this idea so important?
<p>1) Marketing strategy IPR. Work much more closely with local/national press to increase the “profile” of the issues of SME- University Partnerships. This should be a series of events and articles – a regular feature not just a one off exercise.</p> <p>2) Getting academics to get students to go out into the SME market place and research potential thesis / dissertation projects so that we approach an SME with a need rather than just ask if they have a need.</p> <p>3) “Enhancement” of the outside SME being able to make easy contact with the University – not being afraid – an easier route. WAG can play a useful role here. Advances technology & innovation.</p>	<p>Awareness. Communication issue. Give a clear message.</p> <p>Recognition & interpretation, forging links. Globalisation. Importance of liaison officers as link.</p> <p>Make access easy. No obvious link at the moment as to how to access universities’ support.</p>



3) Give us a little more detail about a top opportunity for promoting more effective co-working between SMEs and universities				
Describe your idea/ opportunity	Who will benefit and how, as a result of the change we are considering?	Is there likely to be any resistance? Where/who from?	What needs have to be met to ensure this change is effective?	Is there another way of achieving these benefits without/with fewer adverse conditions?
Develop a relationship with the media Wales – for a regular feature (business / education informing SMEs with “good practice” examples of how working with a university can benefit that business – KTP placement, thesis research.	The SME will become much more aware of what help / relationships can be developed with the university sector. There is a need to increase awareness and accessibility to the university sector	No free lunch – these articles will have to be financed – university WAG sector. These are not advertisements but must be seen as a means of opening up and improving communications at all levels. Need to encourage more SMEs to go to university driven conferences. Could use the articles to advertise such events.	Ownership by the universities of idea that there is a real benefit in going down this route. Make sure the articles are regular – this is a long term campaign not a flagship. Language needs to be appealing to SMEs	Difficult to get “free” support but increased use of networking events would be useful. Universities need to go to the SME sector. You cannot rely on the SME sector going to the university sector. WAG, Business Eye etc. could provide a good link.



1) Long list of opportunities for promoting more effective co-working between SMEs and universities
<ul style="list-style-type: none"> • Directory of academic competencies. • Accessibility. • Institution specific? • Prospectus of services that universities can provide. • Directory of IP available for licensing. • Ownership of IP that's jointly developed – realism. • Security of long term relationship with university - individuals on fixed term contracts. • Greater industry awareness among fresh graduates. • Speed of response – policy constraints, regulation constraints, contractual constraints. • University / SME interface – ITC.

2) Describe the 3 most compelling/interesting ideas for enhancing SME-University collaboration	Why is this idea so important?
1) Ease of access to university competencies, services, research projects, IP for licensing, ITC.	Stating the obvious.
2) Speed of University bureaucracy to respond (negotiations) and fulfill expectations (IP is not cheap).	Personal experience of academics and SMEs.
3) Security of long term personal relationships with individuals on fixed term contracts.	Continuity of delivery, loss of skills, SME undertakings.

3) Give us a little more detail about a top opportunity for promoting more effective co-working between SMEs and universities				
Describe your idea/ opportunity	Who will benefit and how, as a result of the change we are considering?	Is there likely to be any resistance? Where/who from?	What needs have to be met to ensure this change is effective?	Is there another way of achieving these benefits without/with fewer adverse conditions?
<p>Recognise that universities can act as a subcontractor to SMEs.</p> <p>Place public funding directly with SMEs so that they can contract with universities and control the process.</p>	<p>SMEs- control, management, responsibility.</p> <p>University – empower SMEs to work with them.</p>	<p>WAG Universities – will feel they loose control.</p>	<p>Bureaucratic alteration. Alter RA to reflect SME-academic collaboration further up list of priorities.</p>	<p>No.</p>



1) Long list of opportunities for promoting more effective co-working between SMEs and universities

- Speaking the same language between universities and companies – e.g. 3rd mission.
- Business Eye does not come across as the place to start an enquiry. Business need to access help at any time of the year.
- Need better route for universities to contact SMEs (outreach).
- Academic-business collaboration schemes that are run for many years, not just a few.
- Secondary education, science and engineering base – outreach to and from SMEs.
- Rebuild engineering in FE colleges (have lost high quality engineering departments).

2) Describe the 3 most compelling/interesting ideas for enhancing SME- University collaboration	Why is this idea so important?
<p>1) Business Eye needs to come across as the place to start an enquiry.</p> <p>2) Greater outreach of universities to SMEs.</p> <p>3) Collaborative funding schemes for business and universities run for many years, not just a few. Still need a knowledge portal, streamlined.</p>	<p>Help to find the best person or the best intermediate. Also need to be backed up by university expertise portal.</p> <p>Personal contact is much more effective than paper production. More effective payback for university.</p>



3) Give us a little more detail about a top opportunity for promoting more effective co-working between SMEs and universities				
Describe your idea/ opportunity	Who will benefit and how, as a result of the change we are considering?	Is there likely to be any resistance? Where/who from?	What needs have to be met to ensure this change is effective?	Is there another way of achieving these benefits without/with fewer adverse conditions?
Web based portal for university expertise – with focused marketing (by e-mail?).	Universities and SMEs.	May cut across other network routes e.g trade organisations. SMEs if they are swamped with promotions.	Get the language right*. Remove confusion with other university priorities. Communication routes. Having an SME database that allows targeted marketing & promotion. *e.g. “Research and Enterprise” used by a university does not sound like the place for an SME to access assistance.	Business networking, where information about how others have dealt with / found right contacts is available.



1) Long list of opportunities for promoting more effective co-working between SMEs and universities

- 3rd mission – limited resource, teaching & research are perceived as more important, financial incentives?
- Pay academics for 9 months – make them “earn” 3 months.
- Utilization of space in the holidays – “contract research”.
- Better promotion of what universities can offer.
- Giving graduates employability skills.
- Work placements.

2) Describe the 3 most compelling/interesting ideas for enhancing SME- University collaboration	Why is this idea so important?
<p>1) Enhance academic’s priority for 3rd mission activity – financial incentives.</p> <p>2) More effective promotion of what universities can offer – utilisation of space, engage with business organizations, open days, case studies.</p> <p>3) Graduate employability skills – entrepreneurial element to course; promotion of UK placements.</p>	<p>More resource applied, the greater the pay off.</p> <p>More collaborations.</p> <p>Greater SME take –up.</p>

3) Give us a little more detail about a top opportunity for promoting more effective co-working between SMEs and universities

Describe your idea/ opportunity	Who will benefit and how, as a result of the change we are considering?	Is there likely to be any resistance? Where/who from?	What needs have to be met to ensure this change is effective?	Is there another way of achieving these benefits without/with fewer adverse conditions?
Increasing access to university expertise.	<p>SMEs – greater access to knowledge base.</p> <p>Universities – expansion of 3rd mission activity. Exposure to business need.</p>	<p>Lack of time to engage.</p> <p>Research Assessment Exercise as a key performance indicator of university departments.</p>	<p>Appropriate reward structure for 3rd mission.</p> <p>Appropriate resource – maybe dedicated and with deep enough understanding of research under way.</p>	<p>Provision of funding ring-fenced for 3rd mission activity.</p> <p>Future funding for 3rd mission related to success.</p>



1) Long list of opportunities for promoting more effective co-working between SMEs and universities

- Where is the first point of contact for the SME?
- Universities have a great network – could this be e-enabled?
- SMEs are resource stretched, how can they interface with HE.
- Networks are important.
- Big picture promotion – detail to follow.
- Commercial incentives? To broker HE & SMEs.
- Utilise the supply chain of larger companies.
- Better comms on schemes.
- Get SMEs to employ graduates.

2) Describe the 3 most compelling/interesting ideas for enhancing SME- University collaboration	Why is this idea so important?
1) Graduates ⇒ SMEs ⇒ Graduates. 2) 1 st point of entry in the HE sector? 3) Time is greatest resource for SMEs – how can they effectively network? - Maybe the Universities should go to the SMEs.	

3) Give us a little more detail about a top opportunity for promoting more effective co-working between SMEs and universities

Describe your idea/ opportunity	Who will benefit and how, as a result of the change we are considering?	Is there likely to be any resistance? Where/who from?	What needs have to be met to ensure this change is effective?	Is there another way of achieving these benefits without/with fewer adverse conditions?
Graduates ⇒ SMEs ⇒ Graduates	SMEs & undergraduates, graduates. What can we offer 1 st year undergraduates to get involved with an SME? Can we credit rate, a la Network/s.	SME & students need convincing. £ can be an issue.	Try a pilot programme?	



1) Long list of opportunities for promoting more effective co-working between SMEs and universities

- Change matrix from measuring academic performance – reward for 3rd mission, not just research papers; make 3rd mission the 1st mission!
- Clarity of terminology.
- Edinburgh – use of testing facilities customers willing to pay. Challenge of access to specialist equipment that interrupts research & teaching.
- Consultation perspective: most have commercialisation departments. Need to develop knowledge of outside support that would benefit academics.
- Development of an industrial knowledge bank.
- Streamline the process, accessibility to skills, expertise, facilities – web enabled.
- Position on IP valuations, exploitation, common position across Wales.
- Identify recipient companies that can joint venture with pioneering academics rather than always spin out.
- Centralised data base of IP with commercial potential.
- Funding to foster collaboration is driven by availability of EU structural funds. Wales needs truly pro Wales support frameworks.
- Top slice Research Science Council funds to support collaboration with SMEs rather than plough all the funding into Blue Sky research.

2) Describe the 3 most compelling/interesting ideas for enhancing SME-University collaboration	Why is this idea so important?
<p>1) CHANGING MATRIX – movement away from research papers toward applied and collaborative work. Entrepreneurship measure 5 star rating as per academic research.</p> <p>2) SME PARTNERING INITIATIVE. Data base / list of SMEs who are potential partners for ideas innovation rather than automatically spinning out a new company.</p> <p>3) Identify BEST PRACTISE in Technology Transfer and publish guidelines so that business can understand the “process”.</p>	<p>Creating a tangible reward for 3rd mission engagement (change name of 3rd mission?).</p> <p>Reduce new business attrition rate and reduce duplicating infrastructure requirements.</p> <p>Simplify the innovation to commercialisation process.</p>



3) Give us a little more detail about a top opportunity for promoting more effective co-working between SMEs and universities

Describe your idea/opportunity	Who will benefit and how, as a result of the change we are considering?	Is there likely to be any resistance? Where/who from?	What needs have to be met to ensure this change is effective?	Is there another way of achieving these benefits without/with fewer adverse conditions?
<p>SME partnering initiative at local or regional level.</p> <p>Business/universities maintaining a database of partners for ideas to innovate, rather than automatically spinning out a new company.</p>	<p>Universities – reduction in duplication. Reduction in new business attrition. Applied focus for research.</p> <p>SMEs – dedicated research to development bringing in IPR, strengthening business.</p> <p>Both – more effective use of funding. Knowledge transfer both ways. Increasing awareness of each other’s worlds.</p>	<p>Traditional academics unwilling to give up pure research.</p> <p>Traditional KPI may hinder the willingness for collaborative work with existing SME.</p> <p>SME on cost of time & resources.</p> <p>SME resistance to detailing their specialist product knowledge.</p>	<p>Clear & open communication driven by industry and SMEs.</p> <p>Independent forum supported by all sectors.</p> <p>Demonstrate value.</p> <p>Sensible funding and adequate time frames (long term).</p>	<p>Effective joint venture arrangement schemes between universities and SME.</p> <p>Nominated points of contact for the above role.</p> <p>TAX incentives for SME R&D & commercialisation of new ideas.</p>



1) Long list of opportunities for promoting more effective co-working between SMEs and universities

- More secondments from universities to SMEs.
- Get SMEs to visit universities.
- Define roles in university business development departments.
- Universities should go to SMEs.
- More graduates employed by SMEs.
- Centres of excellence in working with industry.
- Avoid duplication of quango functions.
- Set out a "site-map" of contacts within each university.
- Incentivise universities to work with SMEs.
- Reduce bureaucracy.
- Business Eye and other WAG agency referring to university departments (for SMEs).
- Promote "service" abilities of university departments.
- Redefine manufacturing more widely (include food, agriculture, etc.).

2) Describe the 3 most compelling/interesting ideas for enhancing SME- University collaboration	Why is this idea so important?
<p>1) Incentivise universities to work with SMEs: - Reward IP generation; - 3rd mission tasks raised up the recognition ladder; - change culture; - career paths for third mission.</p> <p>2) Classify university resources available to SMEs and disseminate effectively (portals, site maps) - Wales & UK wide portals.</p> <p>3) Streamline "middle-men", intermediary organisations working between SMEs and universities. Be more brutal with job duplication.</p>	<p>Universities incentivise teaching and research only. SMEs are key to Welsh economy .</p> <p>Complete lack of information at present.</p> <p>Confusion reigns at present. It's a waste of time & money.</p>



3) Give us a little more detail about a top opportunity for promoting more effective co-working between SMEs and universities				
Describe your idea/opportunity	Who will benefit and how, as a result of the change we are considering?	Is there likely to be any resistance? Where/who from?	What needs have to be met to ensure this change is effective?	Is there another way of achieving these benefits without/with fewer adverse conditions?
Incentivise university staff (RAs) to achieve third mission and work more effectively with SMEs.	Research assistants, Business Development Officers, SME companies	Yes! University management, senior academic staff, organisations involved in brokering SME / University interaction.	Career paths. New purpose for intermediary organisations. Communication portal that enables SME to contact universities direct.	Develop contact portal – Uni ⇔SME ⇔Uni Expand commercial division role to work directly with SMEs – maybe by sector.



1) Long list of opportunities for promoting more effective co-working between SMEs and universities

- How can HEIs in Wales be encouraged to respond to requests for knowledge transfer with SMEs. Respond rates not “patchy”
- Qualitative research required into the realities of SME/University working relationships.
- Hearing success stories is all very well – more learning will be achieved by identifying why relationships between Universities and SME failed.
- Place of SMEs needs not secure or addressable within present funding strategies – therefore a fundamental policy review is required across KTP.

2) Describe the 3 most compelling/interesting ideas for enhancing SME- University collaboration	Why is this idea so important?
<p>1) Outward looking – Exploit single European Market for Standards – best products e.g. in Healthcare Applications, “write once, deploy everywhere” – “shared purpose”.</p> <p>2) Effective communication / managing the interface – one stop shop for info / sign-posting using technology – web sites / networking “digital ecosystems” & linked from WAG web site (establishing group)</p> <p>3) Give universities more control over how they spend the money they are allocated. Greater discretion in how it’s used for delivery. Vast numbers of strings attached – Bureaucracy minimization – Lean!</p>	<p>SMEs can become “corporate” under the single application – e.g. “plug-in” devices.</p> <p>Stops reinvention of the wheel & brings coherence to outputs – innovation platforms have a key role.</p> <p>Be more nimble & lean to serve SME needs e.g. in maintaining central facilities.</p>

3) Give us a little more detail about a top opportunity for promoting more effective co-working between SMEs and universities

Describe your idea/ opportunity	Who will benefit and how, as a result of the change we are considering?	Is there likely to be any resistance? Where/who from?	What needs have to be met to ensure this change is effective?	Is there another way of achieving these benefits without/with fewer adverse conditions?
<p>Communication. Standards based. Traditional & new technology.</p>	<p>SMEs looking to partner universities, looking to research.</p>	<p>Individuals affected by new Engineers model.</p>	<p>Common goals. Common purpose & identifying this</p>	<p>Option to join. Provide those options.</p>



ADDITIONAL WORKINGS:

1) Long list of opportunities for promoting more effective co-working between SMEs and universities
<ul style="list-style-type: none"> • Form multidisciplinary teams within universities to direct the resource. • Resource system for 3rd mission activities. • Improve access and understanding – a web site and search engine to link the SME to the expert. • Universities should be a sorting house for new ideas and integrate a network of inventors / business. • More longer term, less short term funding based approach to the third mission. • A focus on a university hosted innovation platform for SME access. • Fund universities to prove new ideas to take invention to innovation.

3) Give us a little more detail about a top opportunity for promoting more effective co-working between SMEs and universities				
Describe your idea/ opportunity	Who will benefit and how, as a result of the change we are considering?	Is there likely to be any resistance? Where/who from?	What needs have to be met to ensure this change is effective?	Is there another way of achieving these benefits without/with fewer adverse conditions?
<p>Policy Review required to establish a RANGE of time frames – short – medium – long term.</p> <p>FUNDING with clear criteria based on evidence from empirical studies of the ACTUAL PROCESS.</p>	<p>EVERYONE HEIs talent management – preventing loss of “tacit” intellectual knowledge.</p> <p>SME – stability of longer term working relations.</p> <p>Regional (Wales).</p> <p>CUMULATIVE Capacity building not short term open/close project.</p>	<p>Politicians – will take away constant policy initiative taking (of the “new & Novel”) requires coherent evaluated adjusted long term insight & planning.</p>	<p>Wales coming to its senses that non-liberal non-democratic regions of Asia are driving their economies on economic, technically rational imperatives, which will swamp western models that lack “rigour”.</p>	<p>Business / industry economy driven model of higher skill development.</p>



3) Give us a little more detail about a top opportunity for promoting more effective co-working between SMEs and universities				
Describe your idea/ opportunity	Who will benefit and how, as a result of the change we are considering?	Is there likely to be any resistance? Where/who from?	What needs have to be met to ensure this change is effective?	Is there another way of achieving these benefits without/with fewer adverse conditions?
Profile / branding to be common.	Inward interest and outward representation will enhance the links & development of business interaction.	Academics don't always see the career path development of work with industry on a small scale.	Funding / commonality of approach across the different universities. Each technology area (as well as each faculty / school needs to have a liaison link to promote and understand their role.	Seniority & profile of Business Liaison needs to be enhanced so both sides will listen!



4. Next Steps

Two reports are being drawn up to describe and evaluate results and outcomes from the meeting. This first report is being made available to all event participants and to a wider audience via Cardiff University Innovation Network and elsewhere.

A second report is from the Royal Academy of Engineering and will be available from <http://www.raeng.org.uk/>. The meeting and its findings are part of a series of regional seminars exploring national and local issues, and developing best practice, which feed into research and consultation being undertaken by the Royal Society of Engineering. Their initial impression is that, while best practice is currently being promulgated throughout the university sector, there appear to be significant regional variations in its application and value could be derived for universities, Regional Development Agencies and industry from exploring the key issues and learning from best practice.

As well as synthesizing the information generated by groups working at the tables in the Wales meetings (transcribed in this report), participants also filled in questionnaires giving individual answers to the questions asked by the Royal Academy of Engineering. These also inform the regional and national picture described by the Royal Academy of Engineering.

Cardiff University Innovation Network has created a web forum where stakeholders can continue to give their contribution to the topic of helping universities and industry to work more effectively at the interface. The address is: <http://marketplace.innovation-network.org.uk/nov07event/background.aspx>



5. Breakdown of Participants

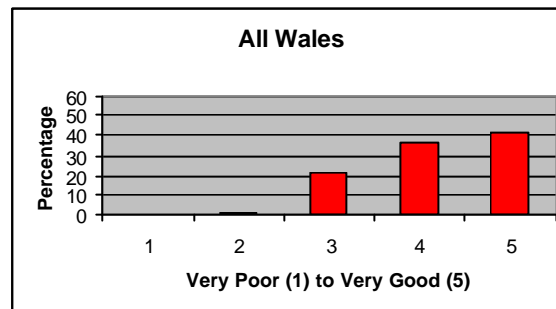
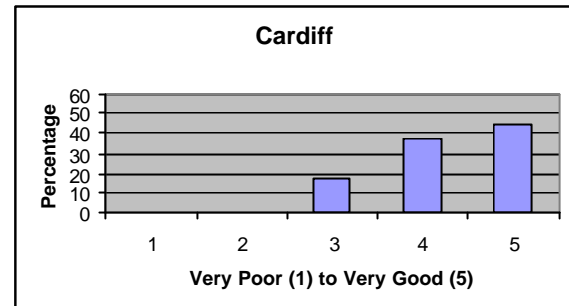
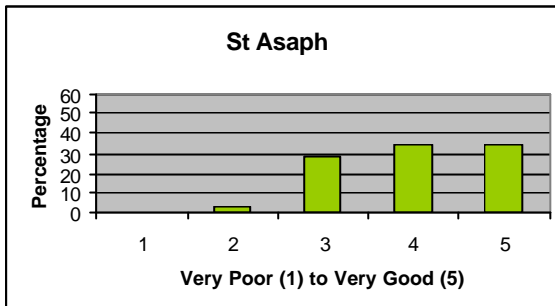
	Cardiff	St Asaph	Overall
Total number of people attending:	123	52	175
Business delegates attending:	50	17	67
University people attending:	44	10	54
Business Support delegates attending:	29	25	54



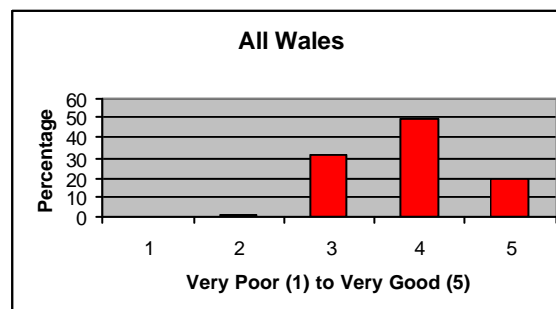
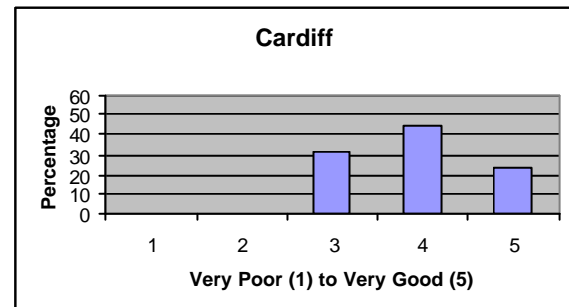
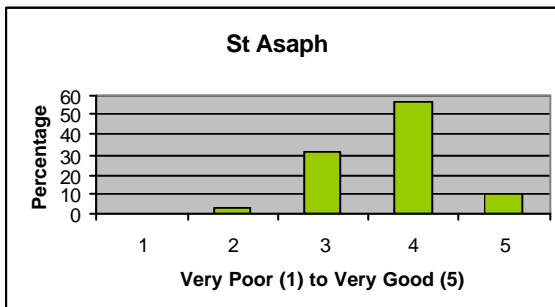
6. Evaluation

Participants were provided with an evaluation form at the end of the meeting. The questions and responses are detailed below. The All-Wales results are simply both data sets combined.

6.1 How relevant is the subject matter relevant to your organization?

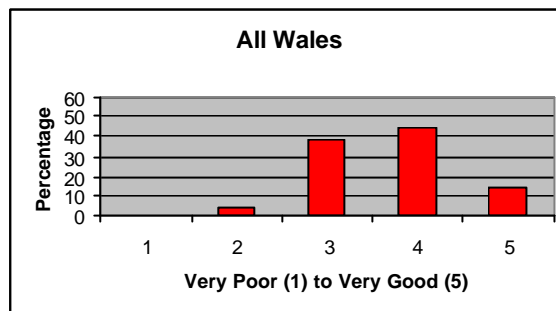
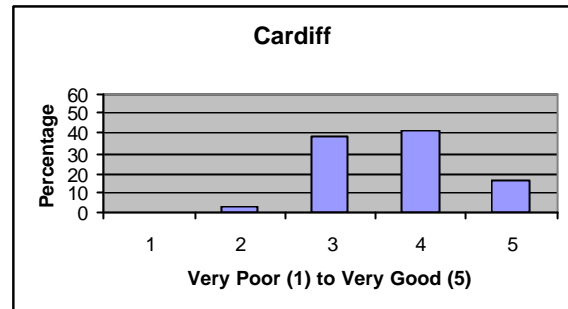
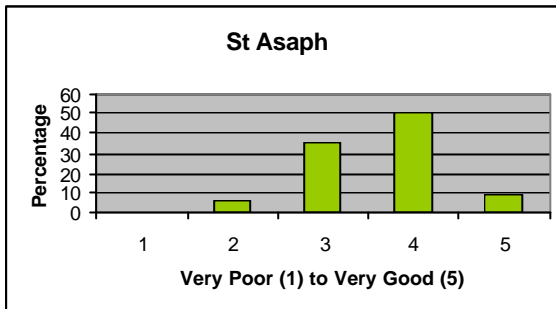


6.2 To what extent was the topic covered to your satisfaction?

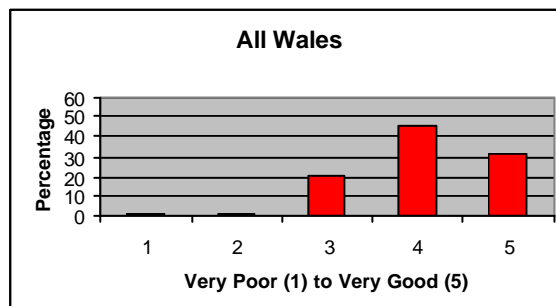
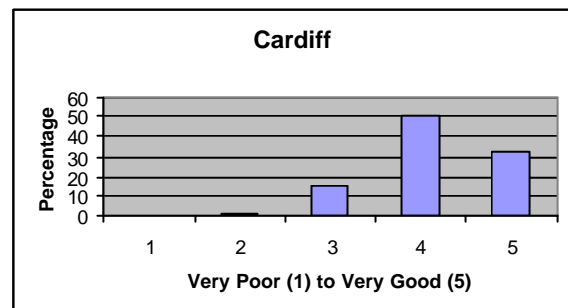
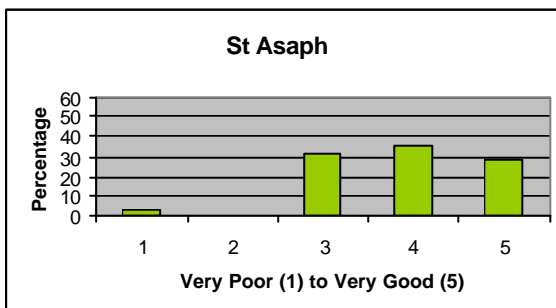




6.3 How satisfied were you with the outcomes of the meeting?

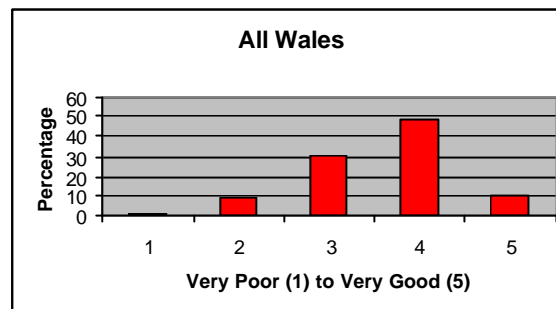
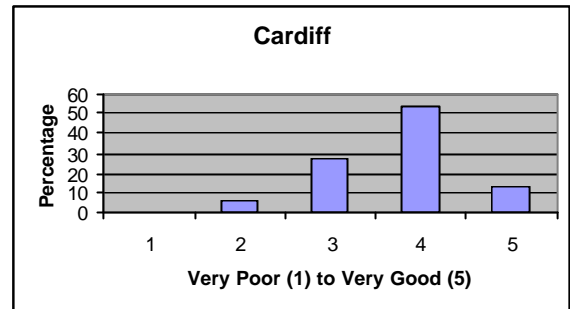
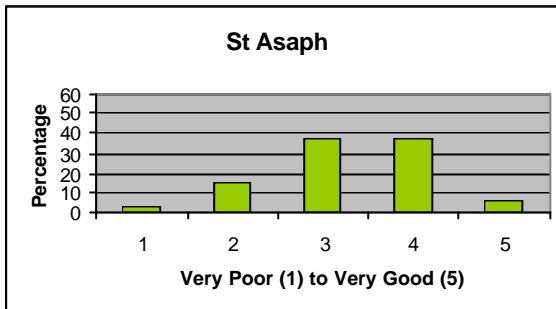


6.4 What did you feel about the style of the meeting? In particular, was it useful to have it facilitated rather than chaired Q&As?

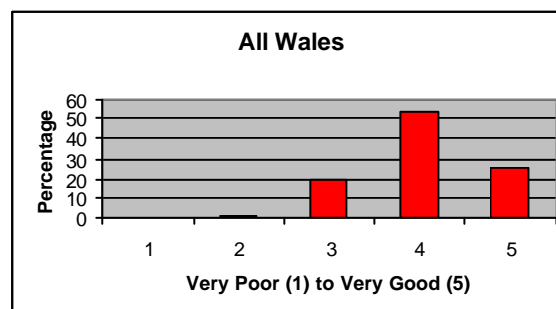
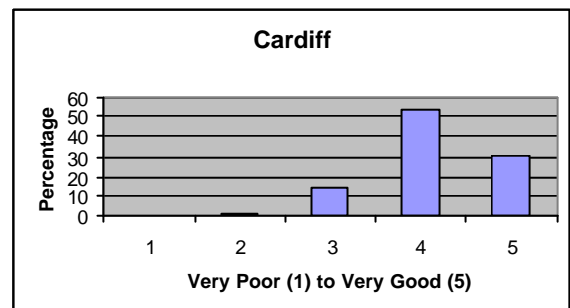
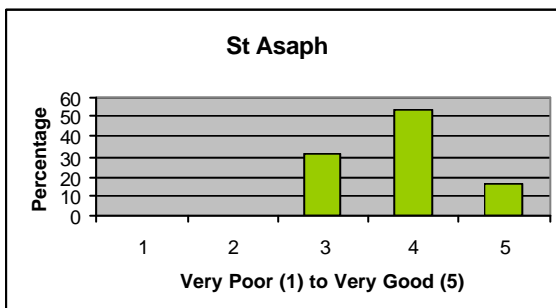




6.5 Did you have sufficient opportunity to network?

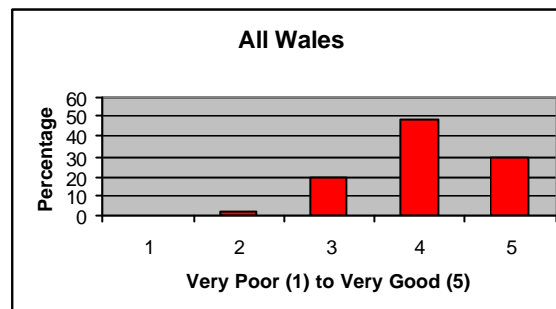
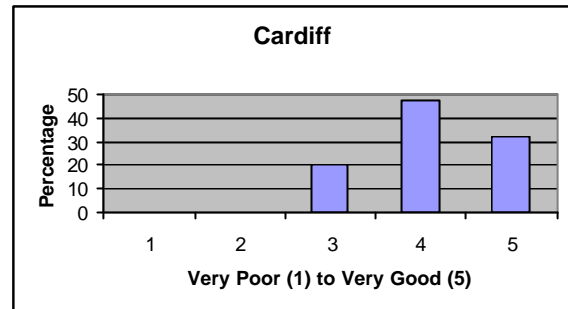
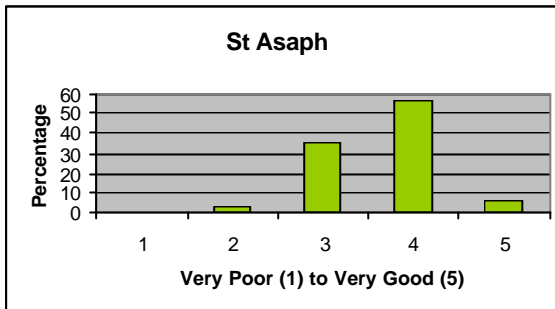


6.6 How did you rate the networking venue?

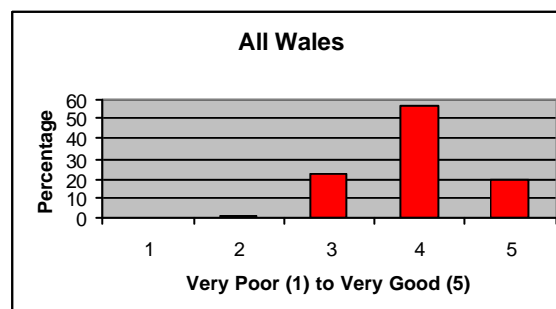
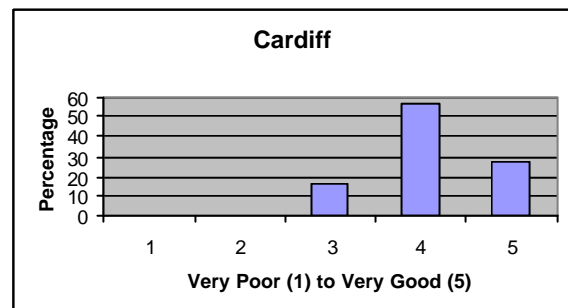
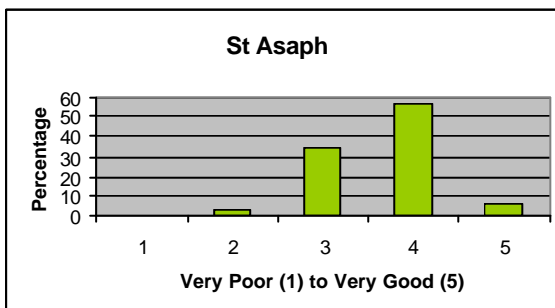




6.7 How did you rate the venue for the presentation?



6.8 How did you rate the meeting overall?





6.9 Any comments / suggestions for improvements?

Comments from St Asaph

- You need to invite many more SMEs.
- Annual event?
- A speed networking section to understand who the audience is.
- Slightly more time.
- Agenda & directions to venue were not forwarded to me before the event.
- Should have had information stand from KTP & Go Wales. Were relevant SScs invited?
- It would have been better to have speakers on site as opposed to video link.
- More time for discussion and networking.
- Live links can be unreliable and sometimes a distraction.
- Some additional pre-work to identify problem & opportunity in open forum.
- More time to express ideas.
- Would have been useful to have had a facilitator at each table, who was also a note-taker, taking down the key points coming out.
- More group work. Less presentation.
- Better understanding of the event content beforehand.
- IT systems a bit flakey.
- One of your companies used your delegate list as a sales opportunity. Lower main speaker and raise side monitors.

Comments from Cardiff

- Table organization was poor.
- Don't let this be a one-off event, please.
- Speaker No 1 was not an SME. They have money and sponsor PhDs. It is no wonder that university is interested in doing business with them.
- Please avoid two-centre seminar in the future! Stick with single centre seminar.
- Different shape room / layout. Improve audio output.
- Colour codes - use 3 different colours - 2 similar reds - hard to differentiate with lighting.
- Speed networking opportunity, networking by industry sector e.g. biotechnology.
- Perhaps a little bit more networking time.
- Less formal presentation, rotate people on tables - improve networking, more business people, smaller, more focused event e.g. biotech...
- Not such a frantic schedule!
- Perhaps more time for case studies.
- We could have done with more input from SMEs who do NOT work with universities.
- Preconceived ideas in the agenda only emphasize the whole difficulty.
- Put laptop on the lectern so speakers don't have to say "next slide".
- Venue not requiring crossing Cardiff at rush hour.
- More time for discussion within break out groups.
- The facilitated debate could be more reigned to promote further discussion.
- Opportunity to ask speakers questions.
- Not clear what will happen to all our hard work that we have written down.
- Speaker topics were good, but a number of the speakers were poor.
- Sound checks prior to session commencing.
- North/South split was not an added benefit.
- A focus on global export opportunities.
- As my area is Education, less easy to spot potential collaboration / KT opportunities with SME.
- Consider brokerage event like Bio Wales / Biotech partnering.
- Need table plans.
- Telecommunications i.e. no loudspeaker for 1st part.
- Target sector.
- Sound system could have been better. More time to get feedback from each table.
- Stay with it.



6.10 What subject areas would you like meetings to address?

Comments from St Asaph

- Enabling the process of taking proven concepts to market - how this is facilitated for Venture Capitalists, entrepreneurs & the service commercialisations.
- More of the same.
- IT / Engineering.
- A follow-up to today.
- Incentives for universities to collaborate with SME more.
- Funding of academic research.
- Funding for SMEs & university projects.
- Renewable energy & climate change.
- More effective innovation.
- Universities satisfying need for bespoke training to satisfy business needs.
- Motivation & funding.
- More diversity in examples of SMEs.
- How to get more businesses aware of what help there is. How to reach those businesses that are not on existing data bases etc.
- Innovation & design promotion.
- Sector specific networking - software/art/tourism.

Comments from Cardiff

- Technical issues presented and discussed.
- Mutual outcomes with uniform benefits.
- Incentivisation of academics.
- Business opportunities and SME development.
- Experience of working with large companies and how lessons can be learned for SMEs.
- More healthcare, life sciences, biotechnology.
- 1 - innovation in advanced engineering, 2 - services, 3 - IT.
- Universities more open.
- Helping the very small SME < 50 employees.
- Similar discussion re material science.
- Input from SME who do NOT work with universities.
- Funding innovation.
- How to bring realistic liaison into action.
- More time to discuss this topic.
- Collaborative working between universities & industry.
- Commercializing IP - how to generate revenue from ideas.
- Business community working successfully with universities.
- Accessibility of both universities / SMEs.
- Need to know what the outcome of today actually has achieved.
- Mentoring opportunities.
- Improving international opportunities.
- Access to funding to develop inventions.
- How to network.
- An opportunity to develop in detail a capacity development model.
- Biotechnology.
- Further funding opportunities available to SME.
- Training FE/HE links.
- Funds and strategy.
- More detailed discussion of some of the issues raised today.
- Selective marketing of Academic HEI capabilities / facilities.



6.11 What one piece of advice would you give to help ensure a successful way forward to enhance SME-University collaboration for business growth?

Comments from St Asaph

- Have a common understanding of universities for business needs - talk to business in business speak not academic.
- Create a commercial company to deal with collaboration.
- Ease of access for SMEs.
- Start talking to SMEs using their language.
- More openness / ENGAGEMENT. More "case studies".
- Effective communication & marketing geared towards SME needs.
- Recognize that invariably universities are acting as sub-contractors to SME and act accordingly.
- Find a better way of filling in the KTP forms .
- Open evenings for business to meet with universities and "Partnering" sessions to discuss areas of opportunity.
- Give universities greater control of their own finances & make it a priority to get projects from SMEs, copy the Fraunhofer System in Germany.
- An easier route to entry to universities for SME, more business focused university web site.
- Better communication and more commitment from universities to work with SME.
- Listen better to each other.
- Simplify the support that is available from universities to help increase the take up & support by SMEs.
- Structured outward facing commercial team based at university - fielding all enquiries to relevant departments at universities.
- Work within existing business support networks.
- Better communication of benefits, opportunities & funding vehicles.
- Approach business advisors at WAG to find out more about forging links.
- SME need more help (grants) to process R&D especially through universities.
- University to need funding that can only come through SME via the WAG.
- Reduce universities reliance on alternative funding streams .
- Access to university funding via SME.
- Get universities out there talking to businesses.
- Increase incentives for both parties.
- Reduce barriers to collaboration.
- Better networks (like LTN - London Technology Network).
- Define points of contact.
- Networks are the key to discussing and sharing knowledge.
- Feedback results. Future communications..

Comments from Cardiff

- Reorganization of funding methods and ideas.
- Funds follow the SME.
- Be open about the opportunities and risks.
- Change emphasis within university to support 3rd mission activities.
- Pay finder fees to a business development agency for matchmaking business between universities and SME.
- Encourage entrepreneurs to be entrepreneurial.
- For universities - promotion & accessibility.. Make web site home page more business friendly.



- Improved joint working.
- A flexible & accessible system for collaboration which incentivises all interested / collaborating parties.
- More communication to industry from academia.
- Funding mechanisms for longer term "framework" relationships between SME and universities.
- Consider "meet the buyer" days to engage with SMEs who wish to sell to unis. Use these meetings to promote facilities / support available through collaboration. PR opportunity.
- Establish industry led forum to drive collaboration forward with appropriate funding and life span.
- Incentives for the development of relationships.
- Simplify and incentivise SME/university collaborative process.
- That universities look at existing SME for outlets rather than spinning out their own companies.
- Universities should make their web sites a living resource rather than something set in stone.
- Pay the staff extra for work outside. Get grants for SME.
- Cross faculty integration.
- Creation of a broker to facilitate relationships is the key challenge.
- More seminars to understand the problem better.
- Universities to speak more proactively to SMEs.
- Easy first contact.
- Focus on people - exchange of people SME/university. .People in the university to facilitate this.
- Feed through to WAG ideas on how we can better support new ideas to link SME/universities.
- Don't expect SME to come to the universities - universities have to go to them.
- Visibility - knowing who to contact.
- Sensible funding needs to support commonality of approach across universities to promote entrepreneur activity.
- Would like to have access to the research once published to promote best practice.
- Improve ease of access to university contacts, more visibility of third mission funding.
- More understanding of the many hats SME need to wear each working day.
- Make it easy for us! And don't call us "Smees"!
- Create a programme for creating a true business partnership for all projects rather than supplier/client relationship.
- The university and students need to be more involved in the business community to raise profile.
- Marketing. Raising profile awareness of what universities can do, and feature SMEs where it worked.
- Communicate the issues openly using the media. This must be driven by the universities.
- Look for ways of enhancing priority of 3rd mission activity within universities.
- More communications on what the university has to offer SME.
- Better information.
- Re establish a university web portal.
- Encourage all university professors to aspire to become board members / directors of a business as well.
- Network.
- Financially enable the resources of universities (expertise & facilities).
- Use the experience already gained within RTOs.
- Development of a common purpose through innovation platforms.
- Take back the message that perhaps my university is not communicating well enough with all SME: web site changes / SME helpline?.
- That the universities adopt a more multilateral role in their marketing of expertise.



- Making universities have a simple portal for SME, with whom no contacts exist, as a first port of call.
- Bring back polytechnics like Fraunhofer Institutes in Germany. Universities have conflicting aims.
- Raise the profile of 3rd mission work in universities.
- Regular network forums.
- Simplify the process and make it more accessible.
- Security of funds.
- Ensure SME have easy access to HEIs and the information they need / perhaps via sector-specific industry liaison officer.
- Better understanding to be achieved through effective communications using ICT plus contact opportunities.
- Foster more informal networks.
- Identification and market planning.



7. Views expressed by a range of stakeholders during informal telephone interviews conducted prior to the meeting

7.1 Methodology

Telephone interviews with (potential) participants were conducted before the meeting to gain an impression of how a range of interested parties view the ways in which SMEs and universities work together to enhance the knowledge economy at present; how partnerships or co-working add value to their work, and/or could add more value to their work; and to encourage participants to think about issues they would like to discuss before the meeting. The interviews enabled the meeting to be designed and the table working sessions structured according to stakeholders' views and needs.

7.2 What stakeholders in Wales say about SME-University collaboration today:

- "We'd like partnerships involving risk sharing – but universities aren't interested in these sorts of relationship."
- "Our KTP and sponsorship of PhD studentship projects work very well. We often employ the participants once they have graduated, and they join us trained and with an understanding of our systems."
- "There is a perception in some university departments that SMEs are only going to bring in relatively small sums of money and be satisfied with very short-term effort, so why bother? But that's just not realistic. What we spend is in the thousands or tens of thousands per project or more, and we're not expecting answers to be immediately available."
- "Our initial collaborative projects with universities were not wholly successful. Our academic counterparts tended to try to steer the research in the direction they were most interested in and their timeframes did not match our expectations. It was difficult to agree outputs because the research is results-driven and you can't really foresee what will emerge. Now though, we have a much more hands-on approach to co-working. We have monthly meetings; we agree what and how to move forward between meetings."
- "There is a mutual lack of confidence. From the SME's perspective, the quality of delivery from universities varies a lot – how will they ensure they get a good quality service? They may find it difficult to access the funding to pay for the service. Many universities have the attitude that it's going to be more trouble than it's worth."
- "The confidentiality agreement went backwards and forwards between us and the university for at least six months, and was extremely expensive to draw up and agree, even though we began with a pro-forma agreement."
- "SME and University co-working is very embryonic and poorly developed."
- "We sign confidentiality agreements with other companies all the time. Commercialising their ideas is what we do. So I don't see why it would be a problem coming to an agreement with a university."



- "I recognise that companies must invest in their own future and dedicate resources to developing, but juggling day-to-day commitments makes it hard to even apply for the assistance and funding that is on offer."
- "The way forward is for universities to accept responsibility for their commercial work. Currently there is a perception that central government and WAG are putting pressure on universities to develop the 3rd mission. Actually, the pressure to develop this mission should come from within. Universities struggle with concept of becoming a commercial entity."
- "Our company does quite a lot of collaborative work with universities and other educational establishments. We have more than one facility in the UK involved in R&D but we don't necessarily tell anyone about these productive relationships and, even within the company, we're not aware of everything that's going on."
- "Spin-off companies should be a realistic exit strategy for creative ideas. Universities need to know when to let go and they need to be managed more with the attitude of a venture capitalist. They need to add value and not be a drain on resources."
- "Traditional research is very welcoming of large companies and collaboration between universities but working with SMEs requires a very different attitude."
- "There needs to be a serious change in the governance of universities, or the way in which the highest executive powers of universities perceive the university's role. However, there are currently no fora allowing appropriate discussions to take place which could help to change these attitudes."
- "In the US there is a more entrepreneurial culture in universities. They are at least 10 years ahead."
- "When universities decide that they really want to work with SMEs, they should market what they have to offer."
- "SME-university collaborations could be better and there could be more of them, but this would require universities to market their commercial services more effectively."
- "It's my perception that University spin-out companies are well funded, but SME's don't get equivalent support."
- "Universities need to be more user-friendly. They need to be more able to engage with business, and be more outward looking."
- "There is a cultural difference between how universities operate and commercial enterprises do, but it's individuals who will influence a university's capacity to develop the 3rd mission – entrepreneurial people."
- "The university does recognise the importance of the third mission and that the university has a role to play in local regeneration, and so the Local Authority does have access to the appropriate people at the university through a number of channels. A number of local and WAG government bodies work with the university to support inward investment."



- "The knowledge economy is developing in a very rapidly changing environment. Services are now being offered much higher-up the value chain from developing countries. I get many offers from China for rapid proto-typing, and PhDs from India and Asia are becoming a commoditised asset, for example."
- "Universities are assessed against their performance of their 1st and 2nd missions, but their success at developing the 3rd mission is not similarly calibrated. They don't get brownie points for developing this area of their remit."
- "The success of any given SME-university collaboration depends on the type of company and the vehicle for collaboration. KTP projects and Smart Awards are effective vehicles because they have very clear wins for universities and for business."
- "KTPs allow universities to place graduates and eventually lead to publication of research results. Smart Awards promote enquiry because they involve very challenging technical problems, so both are supported by the current philosophy underpinning academic institutions and measured in their context of their 1st and 2nd mission. It may be true to say that the third mission is pushed by government rather than enthusiastically pursued by universities themselves."
- "It should be a no-brainer. SMEs need to look to universities but there's a mutual mistrust and there needs to be more awareness raising on both sides as to what the benefits are. Also the benefits to UK plc."
- "For companies with "near to market issues" it's difficult for them to enter into the university system at the appropriate point."
- "From an outside point of view, the constraints on the universities are financial."
- "Individuals collaborating is what it is about and, if they can actually meet to discuss an issue of mutual interest, then the project works well and the business gets good value for money."
- "The commercial arms of universities provide front-end mentoring and on-going technical support, and they are really making good progress."
- "Our challenge is to stimulate more SME-university collaboration. There are some legal constraints, namely programmes must not contravene the rules of the European framework for state aid, but we're all getting better at these sorts of issues."
- "The key is to stimulate competitive advantage, and not to fund market failure."
- "We are involved in more projects in SE Wales than anywhere else in Wales. This could be largely due to sheer density of population and the historic industrial base in the South East. Another factor is that it may actually be easier for NW Wales to exploit contacts in Ireland and for NE Wales to make links with operations in NW England than in South Wales."
- "Certain academics, in touch with the progress of a certain industry, look for solutions to current technical challenges with widespread application for many businesses but which, for industry, R&D can't or hasn't provided the answer. This sort of situation allows collaborations to become very broad, involving several businesses. This can lead to greater networking and knowledge exchange. The risk is also spread out more."



- “We are an industrial animal. We commercialize ideas. We’d like a rich understanding and profound insight into what makes universities tick – a warts and all message, not the PC marketing message – how are they being assessed for example. Then we can help them to look better and be better, we advance and UK plc gets richer!”
- “Collaborations are built on relationships. So, if the right people aren’t involved, then things won’t function well. The principal investigator has to have expertise and interest and there must be the industrial drive to find the solution.”
- “Micro-companies are the mainstay of the UK economy and Wales has a larger proportion of micro-companies than other regions. So, we need to be open-minded now and develop a culture of investing time, creating good will, and links for the future between universities and business, as well as business to business links.”
- “There are no quick fixes that will make SME-university collaboration happen successfully right away. It’s going to require first building appropriate relationships and good will.”
- “CETICs are important developmental centres, linking companies with a vast array of R&D opportunities. The collaborative projects raise aspirations and open new worlds for business. Universities gain credibility, work placements, good-will benefits for their business schools, as well as technical & scientific departments.”
- “There is probably a funding gap right now. It’s relatively easy to access small grants of around £5 -10,000, mostly in-kind in the form of consultancy, and also grants for large projects above £100,000. Accessing funding in the £10-100,000 range, however, is really difficult.”
- “Intermediaries can provide just the right help at the right time to business, signposting to appropriate groups or individuals in universities or other research institutions who have the expertise they are looking for.”
- “How do we marry the commercial drive of SMEs with academia? Currently there is a mismatch. Spin-out is a troubled area. There aren’t enough ideas being commercialised. Universities focus too much on the idea rather than its commercialisation.”
- “The rate of spin-out is lower in Wales than it is in Scotland for example. Scotland has a track record of supporting business into success. And success builds success.”
- “Local Authorities should take a more active role in fostering partnerships. The top people, the most influential people, need to be brave enough to share knowledge and power. Ultimately their role is to serve the community and further the common good.”
- “We need to have high-level delegations of top CEOs, university vice-chancellors, politicians applying great intellectual vigour to development that is mutually beneficial and sustainable.”
- “The media has a role too – to showcase successful studies, and report news that is beneficial to civic society.”



- “Confidence has a role to play in attracting partners for successful collaborations. For example, Cambridge University and spin-off ventures associated with it undoubtedly benefit from the “Cambridge-effect” – people trade on the reputation.”
- “Looking at the SME population, around 50% are basically the living dead as far as development is concerned, and a really small percentage, I think only 2% of the 10% of the high-growth, exploit R&D effectively.”
- “We have an understanding barrier – we need to know what is useful for SMEs. We need to talk to them on a one-on-one basis.”
- CETICs have good stuff going on, but how well is it recognised? When meetings like this one are called, who turns up? Not the SMEs, who ought to be there.”
- “Universities are full of opinionated control freaks who want to run the companies! Universities need to appoint good people from commerce to look at how to commercialise IPR and not be so protective of it otherwise it’s not going anywhere. If these opinions were to be raised at Senate, they’d be thrown out.”
- Our company employs a lot of graduates and people with second degrees. We use our networks to link directly with individuals at universities. We use their services for consultancy, technical problem-solving, analyses, and have day-to-day dealings with our academic partners. Smaller companies have smaller personal networks. It won’t be easy to reach the right people to work with.”
- “When SMEs do work with universities, it’s generally a really positive collaboration. The difficulty is in making it happen. It’s a big step for a SME to even think of approaching a university. KT and commercial arms of universities have come a long way in Wales, especially in the last 5 years, in improving the situation.”
- “We are open-minded about what universities might offer us. We are casting our net broadly, and looking on a global basis for ideas to commercialise. We are open-minded with regard IPR too. We might buy rights, back-lease, we’ll take each project on its merit. A directory of research offered at universities, from very basic to more developed, is a great tool.”
- “At my University, we have a current license deal with a local SME and another with an Irish SME. In the past, we have also done one with a German SME and a couple of small license deals with other SMEs (one Welsh, one US-based), giving a total of 5 license deals with SMEs of which 2 are currently ‘live’. In terms of spinouts, we have had a total 20 since 2000.”



Some Factual Information was also provided:

- In 2005, 95% of UK business R&D expenditure was carried out in England, a similar level to previous years

(UK Business Enterprise Research and Development, 2005:
Office of National Statistics)

- To what extent are the following competitive strengths or weaknesses in your business?

	Major Strength		Neutral			Major Weakness	Not Ticked
	%	%	%	%	%	%	%
R&D, Innovation:	8	9	23	10	5	45	

(Lifting the Barriers to Growth in UK Small Businesses:
The FSB Biennial Membership Survey 2006 - Wales Report to FSB)

Innovation Activity and Performance in UK SMEs:

- "The R&D/Sales ratio in the sample as a whole fell from 2.9% to 1.6%."

(British Enterprise in Transition,
Centre for Business Research, Cambridge University, 1999)

- Average £ revenue per employee servicing the UK market increased by 1.3% between HY1 2005 and HY1 2006. Across the total population employee numbers grew by 2.7% as a result of the growth in employees attributable to Manufacturing & R&D (3.9% increase).

(ABHI/Ernst & Young SME Business Trends Survey,
March 2007)

- Asked how the connection could be made between sometimes abstruse research projects and their practical impact on the economy in terms of creating jobs for ordinary people, **Dr Potocnik, European Commissioner for Science and Research**, said:

"I think that the link in the newspaper between page ten where we have science and research and page one, where we have economy and politics is missing. But it is such a strong link that one could hardly imagine it would be stronger."

"We are very good in producing the knowledge, but relatively weak in using that knowledge and transposing it to business. We are aware of that, and constantly work on various possibilities to encourage this type of co-operation."

Western Mail 9th November 2007



8. Summary of Findings and Recommendations: Developing Partnerships for Business Growth

8.1 Improving Communications and Networking Opportunities

- More involvement of **university staff in business network events** & forums.
- **Involve more business people** in understanding **university issues**.
- Networks need to be accessible via **e-methods**, as programmes may finish or change.
- **"Speed dating"** for SME & universities, facilitated by a **"counselor"** to get targeted results in a short time.
- Provide **communication training** for all parties – communication, teamwork, team building – creating trust, influencing, active listening.
- Improve communication **of existing opportunities** for collaboration between SMEs & universities.
- Organised **events** should have **clear potential benefits** for attendees – perhaps with financial incentives or "Dragon's Den" model workshops.
- Organise **taster sessions** – introduce potential benefits of co-working and collaboration, highlight & **showcase case studies**.
- There is a need for networks like the **London Technology Network** and **alumni networks**.
- Owing to their diffuse nature, it's **difficult to develop relationships** from **universities to SME**.

8.2 Managing the Interface Between Business and Universities:

- Universities should host a **"One stop shop"** for all commercial activities staffed by **multidisciplinary, dedicated SME liaison teams** which network internally & externally, using existing business support organisations, such as Business Eye, professional institutions, WAG etc.
- **Managing the interface** – one stop shop for information / sign-posting **using technology** – web sites / networking "digital ecosystems" & linked from WAE web site (establishing group).
- **Streamline "middle-men"**, intermediary organizations working between SMEs and universities. Be more brutal with job duplication.

8.3 Marketing University Services:

- Work much more closely with **local/national press** to increase the **"profile"** of the issues of SME- university partnerships through a **series** of events and articles.
- Classify university resources available to SMEs and disseminate effectively through Wales & UK wide portals.
- Make university **web sites** more **business friendly** with appropriate portals.
- Identify **best practice** in Technology Transfer and **publish guidelines** so that business can understand the "process".

8.4 Changing Attitudes at Universities:

- The V-Cs, Heads of Departments, Government could lead and provide **motivation and buy-in from all areas** and present **drivers for academics**.



- It is currently **not in the career interests** of academic staff to deal with **small business**.
- Improve the **commercial awareness** of universities. To do this there must be resources and (not purely academic) staff with decision making capacity.
- With regard to **Intellectual Property** issues, universities need to be **less risk-averse**.
- Improve **graduate employability skills** – include an **entrepreneurial** element to courses and promote UK **placement schemes**.
- **Access to university competencies**, services, research projects, IP for licensing, ITL should be easier.
- **HE & FE** should ensure a **continuum of provision** with collaboration not competition, perhaps requiring closer union or mergers.
- Become more **outward looking** – exploit single European Market for standards – best products e.g. in Healthcare Applications, “**write once, deploy everywhere**” – adopt a “shared purpose”.

8.5 Policy and Fiscal Issues:

- **Reward business** for **engaging** with universities.
- Place public funding **for R&D directly with SMEs** so that they can contract with universities and control the process.
- **Streamline financial mechanisms within universities** to buy-out academics’ time and to provide benefit back to departments and academics themselves.
- **KTPs could be judged** (& funded) according to **level of engagement**.
- **Secondments** and other liaison need more funding.
- Provide **supported training for academics**.
- Should be much greater funding to **enable universities** to do **more realistic profile raising of business liaison**.
- Give universities **more control** over how they spend the money they are allocated. Reduce the vast numbers of strings attached and **minimize bureaucracy**.
- Undertake a policy review to establish a **range of time frames** – short, medium and long term funding - with **clear criteria based on evidence** from empirical studies of the actual process.
- Give consideration to the problems of creating **long-term partnerships** with **people on fixed term contracts**.

8.6 On the 3rd Mission:

- Need to ensure a **positive career impact** from engaging in 3rd mission.
- Performance targets for academics for 3rd mission – **equal weight** with papers, research funding and teaching.
- It should be **called something else**.
- 3rd mission tasks raised up the recognition ladder – reward IP generation, create career paths for 3rd mission.



8.7 Assistance & Incentives for SMEs:

- **Reduce the administrative burden** to SMEs of participating in grant funded schemes. They currently demand too much onerous paperwork.
- Introduce "**Collaboration Angels**" – an application writing service – to help get KTPs and other schemes up and running (currently it takes months).
- Universities to perform work at **less than FEC** and make a **longer term commitment** to an idea / development in exchange for a share of future revenue / PBT.
- Develop **framework agreements** to enable **groups of SMEs** to benefit from HEI services.
- Academics should encourage students to go out into the SME market place and research potential thesis / dissertation projects so that **universities approach an SME with a need.**
- Create & manage a **database of SMEs** who are **potential partners** for ideas innovation **rather than spinning out a new company.**

About the Facilitators

The consultation and discussion sessions at the meeting were designed and facilitated by Dr. Catrin Ellis Jones with the support of Rowena Harris and Sara Ashton on behalf of Lindsey Colbourne Associates (LCA). LCA is an independent business with more than 14 years experience in facilitation, training, partnership working and consensus building in the UK and internationally.

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