



**SMALL
BUSINESS
CHARTER**



Developing Knowledge Transfer Partnerships: A Case Study: When Things Go Wrong

Dr Yanguo Jing

Associate Dean (Enterprise & Innovation), Coventry Business School

**Ranked No.15
UK University**

Guardian University
Guide 2020

**University of the Year
for Student Experience**

The Times and Sunday Times
Good University Guide 2019

**Queen's Award
for Enterprise**

International Trade 2015

Our accolades



- **University of the Year for Student Experience**
The Times and Sunday Times Good University Guide 2019
- **1st for Overseas Student Experiences**
based on student trips abroad – HESA 2014/15, 2015/16 and 2016/17, published 2018
- **2nd for Teaching Excellence**
Times Higher Education UK (TEF) metrics ranking 2017
- **5th UK Student City**
QS Best Student Cities Index 2018
- **15th in Guardian University Guide 2020**
of 121 UK institutions ranked – top 15 for 5 years running
- **Gold for outstanding teaching and learning**
Teaching Excellence Framework (TEF) 2017
- **97% of graduates employed or in further study**
Six months after graduating - DLHE UG UK survey 2016/17, published 2018
- **Queen's Award for Enterprise**
International Trade 2015



A Case Study

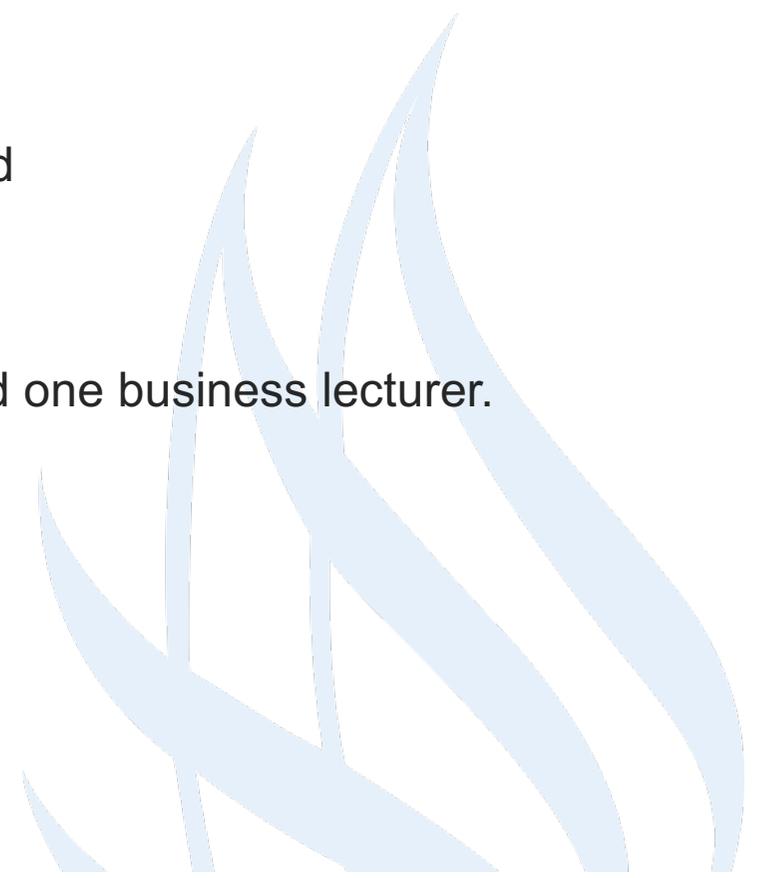


Project aim: The use of AI and big data to develop a new product for a small size business in the West Midland.

Company Partner: A small business in the West Midland

KTP Associate: A Computer Science Graduate.

KTP supervisors: One senior member of the school and one business lecturer.



Timeline



Month 0: Company A approached the university regarding a potential KTP project idea.

Month 3: Fact finding form.

Month 6: Full KTP application.

Month 9: KTP project was awarded.

Month 10: LMC 0. Kick off

Month 10: Start to recruit KTP associate.

Month 18: Experience challenges to recruit the KTP associate. Pressure to find the associate within the 9 months maximum period.

Month 19: KTP Associate started.

Month 21: LMC 1. On track, association induction and initial training is done.

Month 24: LMC 2. On track with minor concerns. Conduct of the associate, and expectations of company. Travel difficulties experienced by supervision team. **Action: An additional senior supervisor introduced to the team.**

Month 27: LMC 3. Relationship experienced more difficulties. 2 out of 3 supervisors and associate are absence due to unforeseeable circumstances. The KTP Business partner is experiencing financial difficulties.

Month 27: A series of emergency internal meetings took place with Legal, head of university KTP team, Head of School, Associate Dean, and HR. **(Action: project plan review, KTP associate management plan, supervision team review)**

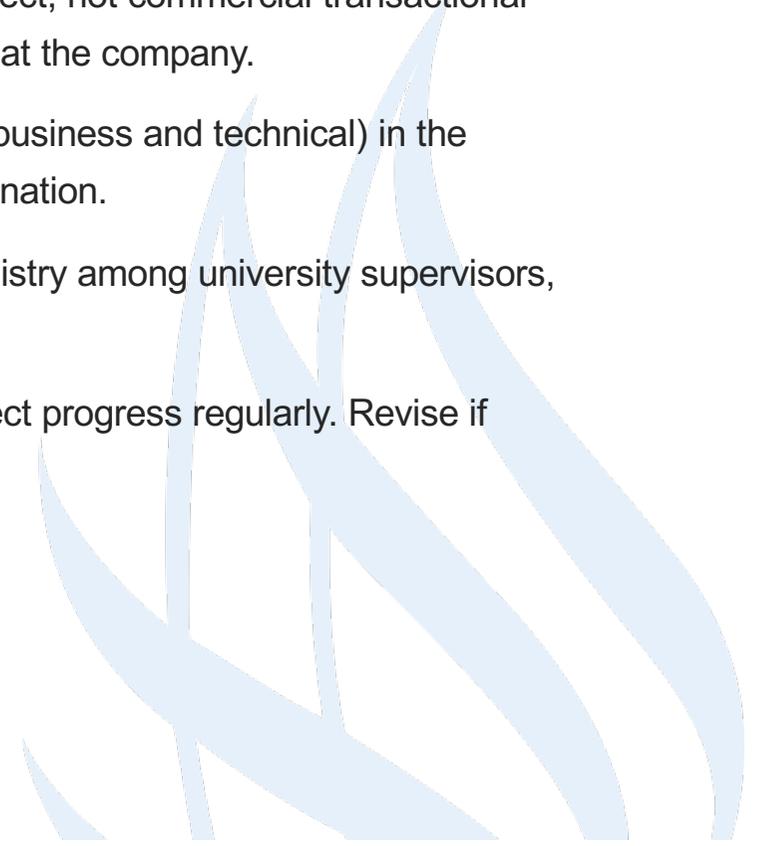
Month 28: Senior team visited the company and have a frank discussion on where we are and explore the way forward.

Month 30: A formal meeting took place (KTP advisor, University and the company). A mapping against the work plan has been presented. A revised work plan been tabled. All parties agree to parse the project.

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Lessons learned

- Find the right KTP associate is a key – technical skills and professional/social skills.
- The company needs to understand the KTP project is a collaborative project, not commercial transactional project. The KTP associate is a university employee, but is based mainly at the company.
- The university needs to make sure that there is a good mix of expertise (business and technical) in the academic supervision team. Have a plan B in case of sickness, and resignation.
- Be clear of role division and manage expectations. Develop a good chemistry among university supervisors, KTP associate, and the company supervisor.
- All stakeholders need to sign up to the project plan, and monitor the project progress regularly. Revise if necessary.
- Alert the senior managers for support early when things go wrong.



Thank You!

Yanguo.Jing@Coventry.ac.uk