

Knowledge Transfer Partnerships at the University of the West of England

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Main Points

- Diversity of KTPs
- Rural Non-Profit KTP in Detail
- Tangible, Intangible & Associated Benefits
- Problems and Future Directions

Diversity of KTPs

- Rural Non-Profit
 - 4th consecutive KTP with the Royal Bath & West Society
- Retail, Equipment Services & Maintenance
 - KTP and GCS
- Sports Equipment, Design & Manufacture
 - KTP
- Food Distribution
 - 'shared' KTP with Marketing

Rural Non-Profit KTP

- Consecutive KTPs
 - Marketing improvements
 - ISO9000 compliant management systems
 - Environmental Management System
 - Embedding the philosophy of EMAS (shorter KTP)

- Undertaken in difficult times
 - Foot & mouth
 - Economic downturn

Rural Non-Profit KTP

- ISO9000 compliant management systems
 - Reengineering financial control systems
- Knowledge flow into Company
 - Scope and scale of ISO9000 requirements
 - Project planning techniques
- Knowledge flow into University
 - *“The Implementation of a Quality Management System in the Not for Profit Sector”*, TQM Journal, 2009, volume 21.

Rural Non-Profit KTP

- Environmental Management System
 - Developing an environmental strategy & policy
 - Developing management systems
 - Achieving Eco-Management & Audit Scheme (EMAS)
- Knowledge flow into Company
 - Scope and scale of ISO14001/EMAS requirements
 - Project management & communication methods
- Knowledge flow into University
 - Forthcoming IEMA Conference paper
 - Forthcoming journal paper

Rural Non-Profit KTP

- Embedding the Philosophy of EMAS
 - Increasing environmental awareness
 - Making EMAS the 'way of working'
- Knowledge flow into Company
 - ?
- Knowledge flow into University
 - ?

Tangible Benefits

- ISO9000 compliant management system
 - Improved financial reporting & decision making
- Environmental Management System
 - 'Value' of EMAS internally and externally
- Highly Skilled KTP Associate
- Research Output
 - Understand ISO9000 and EMAS in non-profits
 - Appreciate the value of KTPs

Intangible Benefits

- Development of working culture
 - Modernisation of working practices & skills
 - Modernisation of expectations & abilities
- Boundary Objects ... *the clock*
- RAE/REF contribution for Universities

Associated Benefits

- Mini-projects within the company
 - Booking systems
 - Maintenance systems
- Research Focal Point
 - PhD to study Knowledge Creation
 - Further understanding of Knowledge Transfer and KTPs
- Teaching Resource
 - Academic research used in teaching
 - Case study teaching materials
 - Guest lectures

Problems & Future Directions

The value of KTPs is difficult to deny but...

- Dependence upon individuals
- Passive nature of University
- Skills mixing and matching
- Incentives and progression opportunity