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### IMPACT OF STRATEGIC INDUSTRY-UNIVERSITY PARTNERSHIPS ON ECONOMY GROWTH

*This paper analyses the effect of partnership between industry and university on economic performance of a country. In order to indicate the industry and university relationship, several works are reviewed and compared by using secondary data. Authors noticed that solid partnership between industries and universities have the potential to speed up innovation and deliver solutions to some of social challenges. The new role of teaching to tackling major social challenges and ensuring economic growth momentum is maintained.*

*A review of scientific literature on the topic of research, sociological methods to obtain the necessary information based on research sample. This kind of research has not previously been carried out on the objects under study R.*

*Higher education is one of the main factors of economic competitiveness in a global economy that is increasingly based on knowledge. The urgent need for countries to improve skills in employment requires quality teaching in educational institutions. National and transnational debates such as the Bologna process, direct government regulation or incentives, competition between private and public institutions all encourage institutions to place teaching quality issues on their agenda. Moreover, national quality assurance agencies encourage reflection on this topic, even if their influence is controversial.*

*The article reveals that the modified academic structure and roles will aim at producing graduates that are highly skilled and will make up a workplace that are ready for the competitive business world. The study will analyze the quality indicators of the partnership between industry and the university, taking into account effective initiatives in the field of quality of interaction between higher education institutions that contribute to understanding; based on the foregoing, in turn, it can help educational institutions improve the quality of teaching, there by improving the country's economy.*

**Keywords:** strategy, partnership, strategic industry, university, economic growth, quality of education, management process, higher education, diversification, industry influence.

**Ключевые слова:** стратегия, партнерство, стратегическая отрасль, университет, экономический рост, качество образования, процесс управления, высшее образование, диверсификация, влияние индустрии.

**Кілт сөздер:** стратегия, серіктестік, стратегиялық индустрия, университет, экономикалық өсу, білім сапасы, басқару процесі, жоғары білім, әртараптандыру, салалық әсері.

**Introduction.** Today's business world is complex and dynamic hence industry-university collaborations are necessary to enhance to ensure to maintain global competition. For instance, in the United States, there have been intense advancements in innovation and competition in industries and this is supported by increased research activities at the universities. Research activities at the universities have produced outcomes, which have useful in sustaining the vibrant economy. Success of various high technology centers can be linked to collaborations between universities and industry

specific companies [1]. Various emerging firms in regions where the major universities have been developed to commercialize on the technologies and innovations that have been developed by the universities at the regions [2]. In order to create a knowledge-based economy, countries have to integrate the element of business in their education systems with the major drive being the need to enhance innovation by enhancing the link between higher education, business and research [3]. Research universities are also key players in an economy and there is an essential need to sup-

port the strategic factors that link the education to industry in order to enhance technology-transfer plans. Universities have the potential to ensure growth in a country and this is a bonus to their primary roles of being the centers of knowledge. In order for universities to perform both roles, the academic formations have to be modified in order to ensure that they support change and stability. This shows that the traditional pedagogy techniques are not sufficient to meet the outcomes of economic growth and the organizational perspective of pedagogy has to be widened. Pedagogical models have a direct impact on the learning outcomes as shown in Figure 1 below. When these have been attained, the research university will efficiently collaborate with the companies and compete in the current knowledge society that has prioritized innovations and creativity. In this paper, the impact of strategic industry-university partnerships on economy growth will be analyzed.

**Materials and methods.** For this study, this section seeks to describe the specific methodology that was adopted in reviewing the impact of strategic industry university partnerships on economic growth. This includes the data collection procedure, research instruments, research design and the data analysis technique used in examining the data.

The research design refers to the specific technique used to perform the research. Qualitative techniques were adopted as the researchers primarily employed secondary sources of data. Ideally, secondary research involved an examination of information from journals papers and other literature on university-business partnerships and their impact on economic growth. Therefore, the researchers analyzed, interpreted and reviewed past data and compared the same in relation to its research.

Evidence based research was used in this case with the secondary data examined stemming from research studies that reviewed how strategic partnerships between universities and industries worked and their impact to the economy. Moreover, purposive sampling of the data was adopted to allow the researchers to utilize cases that possessed the required information in relation to the research objectives. The data collected was qualitative in nature and was derived from three different journals each examining the research objective. As a result, reflective and comparative analysis was adopted to review all these papers. The reflective approach offers a

stepwise examination of the secondary data while the comparative approach allows the researchers to examine how the papers support the overall research.

For this research, studies done by Kaklauskas et al., on university-industry partnership sustainability, Edmondson et al. on making industry university partnership work lessons from successful collaborations, and Panarina, on university –industry partnership as a key strategy for innovative sustainable economic growth will be assessed. Through these research papers, the study seeks to illustrate how partnerships between universities and industries if done well revolutionize the economy.

**Literature review.** Strategic permanent partnerships that have built-in flexibility are the best kind for industry university collaborations. A major feature of sustainable partnership is the ability to allow the industry to do things that the partnership cannot solely attain (Hytti, Blackburn, Fletcher, & Welter) [4]. For instance, the leading technology multinational companies have developed arrays of strategic partnerships with universities and the current trend aims at reducing the focus to a few strategic partnerships with higher goals and with the aim of being long lasting and getting increased funding. According to (Edmondson, Valigra, Kenward & Hudson), the new kind of partnerships will have the abilities to create better benefits to a handful of universities [5]. Besides, Edmondson et al, demonstrate the growth of such university industry partnerships will reflect the advancement in corporate research and development from basic research to research, which is closer to the immediate needs of the firm. Because of the demand for such partnerships, there is a gap in the ability of the industries to make forecast in future hence the firms are quickly turning to the research universities to gather updates. In addition, Edmondson et al, also claims that strategic partnerships built for the long term directs in focus of creativity and talent to the promising future innovations which can be adopted to ensure social benefits within five and ten years. Such long-term partnerships require the development of a shared vision and a stable strategy (Frølund, Riedel & Schwab) [6]. The firms step to ensure healthy partnerships is by determining the academic strengths of a university and the competence of a company to identify attractive opportunities for collaborations. According to Edmondson et al, senior members at the companies should work tougher with experts

from universities to come out with research challenges and other crucial questions that have common benefits for them. Such high-level information exchange will encourage sufficient brainstorming and will allow common interest to integrate. There are three types of partnerships, they include strategic partnerships, transactional and operational, and for these partnerships to be sustainable there is need for a wider and flexible agreement. The outcome of strategic collaborations is that they have the potential to influence the strategies of the universities and the forms. In operational partnerships, the partners have a research project in a research and development and such partnerships may last for one to three years and are important as they build ties, which lead to strategic partnerships. In transactional partnerships, there is minimal interactions between the partners and have the potential to create bigger projects in the long term. Successful partnerships occur when there is a win-win situation for all the parties involved (Shane) [7].

Various authors have discussed the sustainability of the industry university partnerships from different perspectives over the past decades. According to (Kaklauskas, Banaitis, Ferreira, Ferreira, Amaratunga, Lepkova, Ubarte, Banaitiene) university industry partnerships are influenced by different elements such as globalization, market, framework conditions, competition. In addition, the industry university partnerships depend on various factors such as research and innovation, technology development, and the transfer and absorbance capability (Kaklauskas et al.) [8]. The university-industry linkage process has stages. The first phase, the pre linking stage leads to the agreement of working together. The next stage is establishment, which leads to a contract. The next stage is engagement and it supports the project delivery process. The advancement strategy follows and is responsible for the development of ongoing partnerships. Finally, the latent phase allows possible future cooperation and incase a project arises. (Ankrah, & Al-Tabbaa) came up with systematic method of analyzing literature on the university industry collaboration and they focused on three phases namely formation, organization forms and operational activities [9]. While the formation phases identified partners and ensures agreements are signed, the organizational form makes personal relations. In the operational phase activities, com-

munication, employment, trainings, and meetings are done. In order to make the university industry partnerships more sustainable, there is need to develop varied databases, creation of intelligent systems as well as the evaluation of techniques.

### 1. Reflective Analysis

#### **Paper 1: An Evaluation System for University-Industry Partnership Sustainability: Enhancing Options for Entrepreneurial Universities. Sustainability**

Kaklauskas et al. examined the idea of university industry partnership sustainability (UIPS). Basically, UIPS seeks to ensure continuity between universities and industries both currently and in the future. In this study the researchers examined literary work on how UIPS was adopted and used this information to develop an evaluation system for UIPS [10]. Ideally, the study sought to improve the university- industry partnership relations and offer recommendations that would be vital for universities particularly those that could be entrepreneurial. The system was reviewed from the micro level, which entails aspects such as research and innovation performance, the meso level that involves communication networks among others and finally the macro level which involves technology, supply and demand, and regulations.

#### **Paper 2: Making Industry-University Partnerships Work Lessons from Successful Collaborations**

According to Edmondson et al., interactions between universities and the industry are ground breaking as the knowledge shared instigates immeasurable innovations and economic advancements. The report indicates that collaborations that were both strategic and long-term were highly productive. The paper examined various case studies and how the interactions between the universities and industries influences economic growth for each sector. The case studies were categorized based on a) partnerships that increased funding to the universities, b) partnerships that extensively influenced learning and teaching, and c) those that instigated a reconsideration of what role universities play on research.

From the case studies, Edmondson et al. argued that long term strategic partnerships require an equal long term strategic policy and not necessarily for budgeting purposes but because the effects of new technologies are immeasurable. Moreover, the research proposes for independence of universities to form partnerships including budget decisions. Including the government as key players in these

engagements by having them reward productive collaborative relations between industries and universities will also encourage more relations of this nature [11]. Given that breakthroughs were observed in companies that collaborated with universities, the authors attested the importance of assisting universities achieve excellence. Ultimately, it was opined that strategic partnerships between the industry and academia were pivotal towards ensuring continued success in innovation and economic growth; the government is equally responsible for facilitating this natural phenomenon.

**Paper 3: University-industry Partnership as a Key Strategy for Innovative Sustainable Economic Growth**

According to Panarina, solutions to some of the most pressing society and economic problems are easily resolved by the formation of university and industry partnerships. This paper examines Russia and how it adopted strategic partnership between universities and industries to foster economic growth. Actually, the Russian government called for a transformation of the universities into key economic players.

The journal pointed out various stratagems employed by the Russian government to promote these collaborations for instance the establishment of Centers of Competence (CC). These are ecosystems for innovation development where the knowledge provided by universities is incorporated in the industry and based on the government’s support these aspects can be used to foster economic advancements. Figure 2 below provides a simplified overview on how CC works towards enhancing communication between government agencies, academic institutions, professional associations, and the industry. Panarina supports the assertion by Edmondson et al on the need for university industry collaborations to create long-term strategic partnerships that promote university creativity and future innovations in the industry. To achieve this, the author encourages diversity where different disciplines are incorporated in projects, participation in long-term projects, ensuring continuity in relations even after completion of projects, and ensuring efficient knowledge flow between the university and the company.

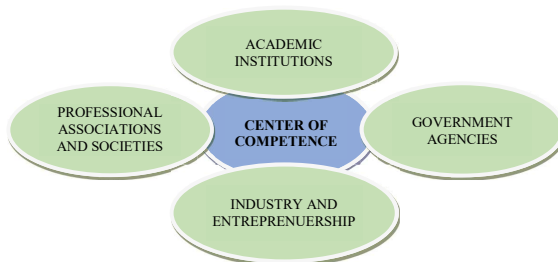


Figure 1. The CC as a center for innovative development (Panarina)

**2. Comparative analysis**

Here a qualitative case study approach was utilized in examining the journals. Although this technique is not capable of isolating individual factors and examining how each influence strategic partnerships between universities and industries, it allows for presentation of the outcomes of each explaining how these relations foster economic growth.

Each journal examined above pointed out on the significance of university – industry collaborations towards economic growth and innovation. In fact, Edmondson et al. opines that the role of universities has shifted in the 21st century and can be seen as a significant center of expertise that addresses social challenges and fosters

economic growth. In support, Panarina warns against the consideration of universities as idea generators and argues for them to be considered as institutions of knowledge and competence whose collaboration will address innumerable society problems. Figure 3 presents an overview of the consequence of collaboration between universities and companies. Worth noting is that higher values indicate a higher level of progress (1 = low progress; 5 = major progress).

Notably, these strategic partnerships help companies achieve their long-term objectives as they gain access to scientific and technological advancements that will be of interest to future generations. As a result, they are able to position themselves

early thus able to enjoy the optimal profits that arise from such innovations. Universities equally

participate in research that is timely and able to meet the high demand of the market.

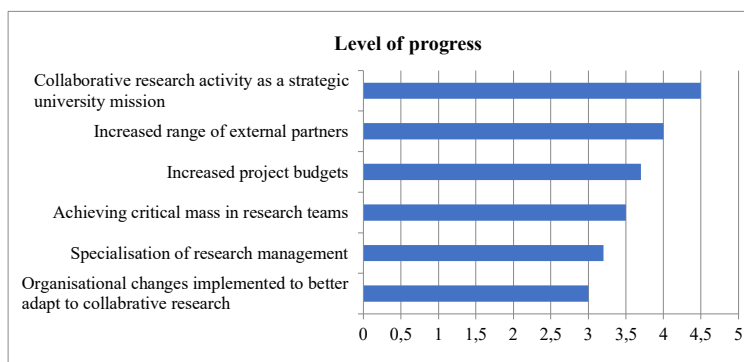


Figure 2. Impact of long-term collaboration between the university and companies

**Discussion.** This study highlighted the impact of collaboration between universities and industrial companies. The impact with the highest progress was the collaborative research activity as a strategic mission for the universities [12]. Other impacts that were identified included a wider range of external partners, an increase in the number of project budgets and research teams as well as specialty in research management. The impact with the lowest progress identified in the study was the organizational changes taken up to adapt with the university-industry partnerships.

As presented by Edmonson et al., the productive collaborations between universities and companies are those that have been developed around a mutual research vision, which offers them potential to proceed for decades or more. Besides, such strategic partnerships tend to create shared benefits that develop a link between industry and academia. To ensure that the mission of the partnerships are successful therefore, the collaboration has to be a strategic mission of the university. Changing the organizational structure in universities and companies is essential to enable them compete effectively for change and stability. One way through which universities are responding to competition and changes in the business environment is by incorporating partnerships with industries. The collaborations between universities and industries are significant in ensuring economic development in a region. These partnerships allow sharing of knowledge, increased innovations, intense research and development as well as the development of a country’s organizational capacity. Close university-industry

partnerships have the potential of ensuring national economic growth and both parties should desire to improve graduate skills in order to ensure that the transition between university and industry is effective. Graduate skills can be enhanced through business matching, community networks, knowledge transfer programs, as well as networking with the industry to achieve economic development.

The development of strategic industry-university partnerships has led to the attainment of various benefits especially on the economy. Industry-university linkages refer to major collaborative efforts between the academia and industries that uses resources efficiently and effectively with the aim of attaining goals such as innovation that will enhance global competitiveness and steer economic growth. In the current knowledge based economy, universities have emerged as the main actor since they are the core agents of economic growth. As universities work towards diminishing the tower mentality that is present between them and the local communities, their collaborations with industry relevant companies have increased. In addition to establishing good relations with the community, the collaborations target the strengthening of economic forces.

Governments across the globe have identified the potential of industry-university partnerships hence the science-based knowledge of innovation has been supported greatly. The associations between the universities and the industries have become a core agenda in higher education policy and in the economic environment in national level. The impact of industry university coloration on the economic development cannot go unnoticed

since they have the potential to upgrade the skills and knowledge of the workforce. In order to ensure economic benefits are attained, universities play some roles such as undertaking the process of scientific research, producing knowledge that is relevant for application in the industry. In addition, the universities have to offer more inputs in terms of human capital for the purpose of industrial innovation (Ankrah, & Al-Tabbaa). Long-term strategic partnerships between the industry and universities tend to develop trust, professional ties, and mutual benefits that are helpful in ending the cultural divide that exists between industry and academia. For such partnerships to be successful, it is necessary to have strong leadership that makes the partnerships a priority.

**Conclusion.** To ensure successful partnerships, the industry university partnerships must be prioritized, there has to be the creation of an advisory board that will help in the development and com-

prehension of important scientific and technological questions. Moreover, other solutions to enhancing industry university partnerships include encouraging industry involvement, designing clear incentives, as well as encouraging diversity and inclusion. According to the findings of this study, solid partnership between industries and universities have the potential to speed up innovation and deliver solutions to some of social challenges. To support continuity of these programs, the missions of the research universities have to be modified. The new role will then go beyond teaching to tackling major social challenges and ensuring economic growth momentum is maintained. The modified academic structure and roles will aim at producing graduates that are highly skilled and will make up a workplace that are ready for the competitive business world. The current research universities across the globe should therefore be viewed as sources of competence and knowledge that are useful for socio-economic growth.

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**СТРАТЕГИЯЛЫҚ САЛА ЖАСАУ-УНИВЕРСИТЕТ  
СЕРІКТЕСТІГІНІҢ ЭКОНОМИКАНЫҢ ӨСУІНЕ ӘСЕРІ**

**Андатпа**

Бұл мақалада өнеркәсіп пен университет арасындағы серіктестіктің елдің экономикалық көрсеткіштеріне әсері талданады. Сала мен университеттің өзара байланысын көрсету үшін бірнеше жұмыстар қарастырылып, екінші деректерді қолдана отырып салыстырылады. Авторлар өнеркәсіп пен университеттер арасындағы берік серіктестік инновацияларды жеделдету және кейбір әлеуметтік мәселелерді шешу үшін әлеуетке ие екенін атап өтті. Негізгі әлеуметтік проблемаларды шешуде және экономикалық өсу қарқынын қамтамасыз етуде оқытудың жаңа рөлі сақталуда.

Зерттеу тақырыбы бойынша ғылыми әдебиеттерге шолу, зерттеу үлгісі негізінде қажетті ақпаратты алудың социологиялық әдістері. Мұндай зерттеулер бұрын зерттелген объектілерде жүргізілмеген.

Жоғары білім-бұл білімге негізделген жаһандық экономикадағы экономикалық бәсекеге қабілеттіліктің негізгі факторларының бірі. Елдердің жұмыспен қамту саласында біліктілікті арттыруға деген қажеттілігі оқу орындарында сапалы оқытуды талап етеді. Болон процесі, тікелей мемлекеттік реттеу немесе ынталандыру, жеке және мемлекеттік мекемелер арасындағы бәсекелестік сияқты ұлттық және трансұлттық пікірталастар оқу орындарын оқыту сапасы мәселелерін күн тәртібіне енгізуге итермелейді. Сонымен қатар, ұлттық сапа агенттіктері олардың әсері даулы болса да, осы тақырып бойынша ойлауды қолдайды.

Мақалада өзгертілген академиялық құрылым мен рөлдер бәсекеге қабілетті бизнес әлеміне дайын жұмыс орнын құратын жоғары білікті тұлғаларды дайындауға бағытталатыны көрсетілген. Зерттеуде өзара түсіністікке ықпал ететін жоғары оқу орындары арасындағы өзара іс-қимыл сапасы саласындағы тиімді бастамаларды ескере отырып, өнеркәсіп пен университет арасындағы әріптестік сапасының көр-

сеткіштері талданатын болады; жоғарыда баяндалғанның негізінде бұл өз кезегінде оқу орындарына оқыту сапасын арттыруға, сол арқылы елдің экономикасын жақсартуға көмектесуі мүмкін.

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**ВЛИЯНИЕ СТРАТЕГИЧЕСКОГО ПРОМЫШЛЕННО-УНИВЕРСИТЕТСКОГО ПАРТНЕРСТВА НА РОСТ ЭКОНОМИКИ**

**Аннотация**

В данной статье анализируется влияние партнерства между промышленностью и университетом на экономические показатели страны. Чтобы указать на взаимосвязь отрасли и университета, несколько работ рассматриваются и сравниваются с использованием вторичных данных. Авторы отметили, что прочное партнерство между промышленностью и университетами обладает потенциалом для ускорения инноваций и решения некоторых социальных проблем. Сохраняется новая роль преподавания в решении основных социальных проблем и обеспечении темпов экономического роста.

Обзор научной литературы по теме исследования, социологические методы для получения необходимой информации на основе исследовательской выборки. Такого рода исследования ранее не проводились на исследуемых объектах.

Высшее образование является одним из основных факторов экономической конкурентоспособности в глобальной экономике, которая все больше основывается на знаниях. Насущная потребность стран в повышении квалификации в сфере занятости требует качественного преподавания в учебных заведениях. Национальные и транснациональные дебаты, такие как Болонский процесс, прямое государственное регулирование или стимулы, конкуренция между частными и государственными учреждениями – все это побуждает учебные заведения включать вопросы качества преподавания в свою повестку дня. Более того, национальные агентства по обеспечению качества поощряют размышления на эту тему, даже если их влияние является спорным.

В статье показано, что измененная академическая структура и роли будут направлены на подготовку высококвалифицированных выпускников, которые создадут рабочее место, готовое к конкурентному деловому миру. В исследовании будут проанализированы показатели качества партнерства между промышленностью и университетом с учетом эффективных инициатив в области качества взаимодействия между высшими учебными заведениями, которые способствуют взаимопониманию; на основе вышеизложенного, в свою очередь, это может помочь учебным заведениям повысить качество преподавания, тем самым улучшая экономику страны.

