

CASE STUDY: UNIVERSITY-BUSINESS COLLABORATION

GoTIC is a multinational company created in Denmark in the 90's, leader in the technology sector and at the forefront of innovation, specifically in ICT. In the last 15 years GoTIC's strategy has been focused on internationalization, establishing synergies with companies in other European countries. During these years, the company has opened various subsidiaries in countries such as Germany, The Netherlands, Finland, Sweden and Iceland. Through an international project, 5 years ago, the company started its expansion also in Latin America, currently having offices in Colombia and Peru. At present, GoTIC continues its expansion in this region and also plans to start an internationalization towards Southern Europe, with the interest of establishing a new subsidiary to manage the business in Southern Europe, lead the expansion in this territory and develop new R&D solutions. This subsidiary will be established in three phases, contributing to the creation of more than 400 jobs, mainly related to the technology sector, but also involving other areas such as business administration and management, institutional relations, training or law.

The strategic management of the company is evaluating new horizons of collaboration with public and private entities and wants to use it as a decisive element when choosing the location of the subsidiary. In this context, the company has detected an opportunity in the creation of stable and lasting alliances with universities to facilitate the search for talent, to have access to R&D and to generate collaboration programs in areas such as training or corporate social responsibility.

The company is analysing different locations and evaluating several factors. Regarding the academic institution, the most important elements in the GoTIC decision are:

- The services offered by the university in terms of diversity and accessibility.
- Access to human capital in terms of graduate students, conditioned by the nature of the university, the variety of degrees and postgraduate programs offered.
- Access to physical resources and infrastructure for R&D.
- Diversity, quality, and access to research groups related to the products and services developed by the company.
- Ease of access to the information needed to make the decision to collaborate.
- Ease of developing key programs and alliances.
- Few bureaucratic barriers.
- Previous experience in similar relationships.
- Innovative ecosystem in the region.
- Developed business environment and access to key entities in the environment (public and private).

Based on the collaboration objectives of this multinational company, now imagine that you are responsible for strategic alliances and university-industry collaboration at Link by UMA. Your goal is to detect opportunities for collaboration with public and private entities and develop them to maximize the entrepreneurial potential of the academic institution and its commitment to the socio-economic environment. Carrying out a collaboration with a multinational company like GoTIC fits your objectives and would be very beneficial in strategic terms.

The company has previously established contact with the Malaga Tech Park (PTA), which has told them about the University of Malaga and its Link by UMA center. Thanks to this information the company has participated in an event organized at the Link in which its representative has informed you about the company's intentions, so you have arranged a meeting with them next week. You want to present a viable, sustainable, and attractive proposal for the company that will enable partnerships to be established.

To prepare the meeting with the company GoTIC, with the aim of knowing your strengths and weaknesses and the opportunities and threats of the environment in which you find yourself, you decide to develop a SWOT of your academic institution in general and the Link in particular. Once done, to get to know the company better, you decide to develop an empathy map, considering the information received about GoTIC's objectives and the elements that the company considers key in its search for a partner university. After that, to evaluate the suitability of your resources and establish your collaboration strategy, you propose your value proposition, considering GoTIC's needs, using the Value Proposition Canvas tool.

Based on the information provided, 3 activities are proposed to be developed during the training session:

Activity 1. The importance of understanding your institution and the environment. Analysis of the Link by UMA - SWOT case.

Activity 2. Development of the GoTIC Empathy Map.

Activity 3. The importance of the value proposition and its alignment with the customer - Value proposition Canvas.