

**Name**

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**Theme**

Overall performance of the Triple Helix Approach: From efficiency of factors of production to “modes of coordination.”

**Title**

The role of the model: how it helps to create and foster partnerships to improve impact and outcomes

**Keywords**

productivity; performance; output; innovation; partnerships.

**Abstract**

Can a model, in itself, change anything? Can it create better coordination and does improved coordination, of itself, enhance productivity, output and innovation?

The purpose of this paper will be to examine this thesis and to look at some of the elements which need to be built into the helix if these goals are to be achieved. Luis Farinha and Joao J Ferrerira have, in their paper, *Triangulation of the Triple Helix: A Conceptual Framework*<sup>1</sup> outlined the shift from a “State-centric” model through a “Laissez-faire” model to the Triple Helix

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<sup>1</sup> Triangulation of the Triple Helix: A conceptual framework (WP1 20113)

and argued the case for developing a more multi-layered and multi-level approach underpinned by partnership and cooperation networks. They argued that the foundation stone of the triple helix formation is not just intellectual resources; it is also the commitment and willingness to work together, in new ways, for the benefit of all. It is in this context that this paper looks at a very particular partnership and how that works within the model of the Triple Helix adding value and benefit to it.

The partnership this paper seeks to examine is that which exists between those who work in Universities and Health Services driving innovation, advancing knowledge and saving lives, and the information industries which help them to achieve their goals by developing the tools, technology and support needed to navigate the ever-expanding universe of information and to circulate it effectively. It examines how this partnership underpins and supports cutting edge innovation and discovery; facilitates the translation of research into product development and supports Universities in their drive to develop sustainable business models and new partnerships in a time of retrenchment and recession. The paper will seek to demonstrate the impact of these partnerships and, in doing so will reference the recommendations laid out in The Royal Society's 2011 publication *Knowledge, Networks and Nations: Global Scientific Collaboration in the 21<sup>st</sup> Century*.<sup>2</sup>

The partnership between Universities and industries like ours is one which has been challenged by 21<sup>st</sup> century innovation as well as improved by it and this paper will look at these challenges to assess both their impact and to examine the new ways of working and new approaches which have emerged from them. It will outline the approaches to sharing and disseminating information that have been and are being developed and also some of the tools which have been created and which are increasingly being used by universities to shape and inform their

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<sup>2</sup> Knowledge, Networks and Nations: Global Scientific Collaboration in the 21<sup>st</sup> Century; The Royal Society 2011

research, their investment, their business decisions and their developing partnerships. The argument which underpins this paper is that moving between one part of the helix and another requires a multiplicity of interactions and that we need to ensure that our definition of “business” includes those organisations which underpin and support innovation as well as those which create new products and sell them.

The paper will illustrate the points it is making by looking at some of the University/information provider partnerships which are in place and which have, as their common goal, a desire to drive improvement; efficiency and effectiveness. An example of the sorts of projects the paper will look at is *Snowball Metrics*, a project which has 8 leading research universities in the U.K and Elsevier as project partners. The Universities have been collaborating to define an agreed set of metrics for Universities themselves to use. The goal is to develop something which will enable them to better understand their research performance and to be able to benchmark themselves globally against their peers. Elsevier has been the programme manager for the project, testing out the metrics according to what has been specified by the Universities and disseminating the work more widely. The plan is to see whether the metrics are scalable to whole universities and to assess whether it is possible to use them to understand research strengths and weaknesses and reinforce strategic decision making processes. As well as looking at *Snowball Metrics* the paper will outline other examples of partnership working (that between UCL and the Lancet for example) identifying both how they have come about and their impact; it will also look at some of the tools which have been developed to support this process and the difference they have made and will continue to make.

## **Conclusion**

One of the many interesting findings in The Royal Society’s report *Knowledge, Networks and Nations* was its emphasis on public-private partnerships and how these will shape “the

dynamics of global science in the future” (p55). The Triple Helix has been important in encouraging the development of these partnerships in helping to create new ways of working and to change both the mindset and the practice of the 3 partners. It has given a structure; a shared language; a common framework – and, as a result, it has helped to drive change. Science information companies are embedded in science research communities; science research communities are now, as Porter and Stern<sup>3</sup> proposed and as Farinha and Ferrerira argued “a bridge between technologies and companies”. The Triple Helix needs the triangulation proposed by Luis Farinha and Joao J Ferrerira; it enriches the model and more accurately describes the interaction and inter dependence which the evidence shows, drives innovation and entrepreneurship.

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<sup>3</sup> Porter, M.E. & Stern S (2001) Innovation: Location Matters. MIT Sloan Management Review. Summer 2011; 42(4)