

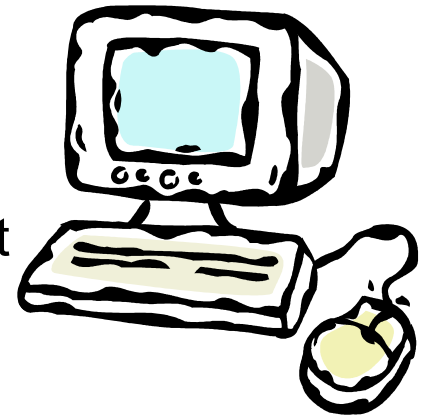
# Practicalities of KTP – ‘propping up’ or catalyst for change?

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# Knowledge Transfer in an established business cluster- practical challenges

## Background

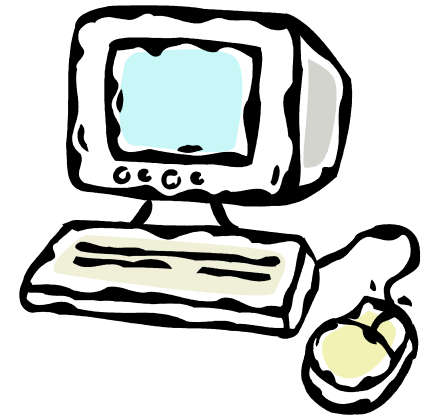
- Set up with SWERDA funding to give maritime a 'voice' in Plymouth, withdrawn after 2yrs
- Leading to -
  - Reduction in activities
  - Lack of commitment
  - 'downward spiral' as membership reduced and further loss of funds
- More funding seen as only solution
- Lack of understanding on sustainability and best practice
- Turned to University of Chichester for help



# Why did they ask us to help?

- We had a CAMIS project studying cluster initiatives in the maritime industry
- Collaborative work with Northern France looking to enhance economic sustainability within marine clusters

So it seemed like a good fit with the potential issues and a likely KTP opportunity.



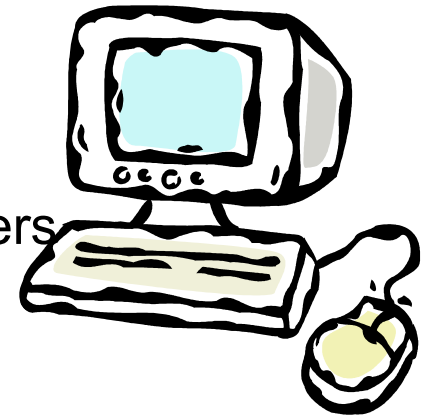
# Our methodology- consultancy approach

3 days of interviews with Maritime Plymouth members and local business, identified significant communication problems between companies within the cluster and also with Local Authority.

We also found a lack of vision with short term needs overriding long term sustainability.

Members were 'stuck in a rut' regarding ability to see alternative solutions and displayed negativity towards other Stakeholders – laying blame

A report was prepared for cluster group members with some suggested actions.

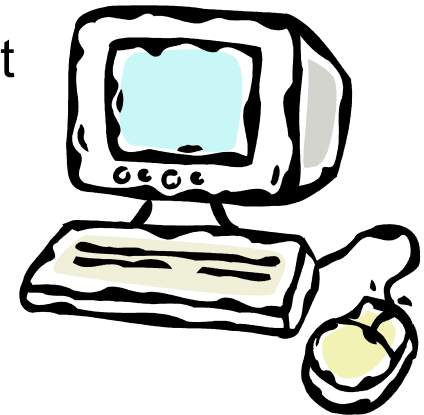


# Solution or Response?

A report on the findings of the interviews and observations suggested activities to take forward to increase membership and hold a visioning event (KT)

This would be a facilitated, interactive workshop with all major Stakeholders to brainstorm solutions, barriers and secure personal commitments

We then completed a follow up report on the event and advised on the next steps



## What were the goals of the visioning session?

Attendees were mostly –

Cluster members

Academics (Robins and Ellis)

Cluster ‘executive’

Local political representatives

Other cluster members,  
(along the coast)

Chamber of Commerce

*All with different goals*

- Questioning the sustainability of the cluster
- Identifying the *desire* of the cluster members to contribute
- Flagging up barriers and some solutions
- Highlighting the advantages of maintaining the cluster – WIIFM?

# The forces at work in a KTP

## Driving forces

## Restraining forces

Energy and unity of those involved

Funding and resources

Experience of previous KTPs

Skills of the members

Clarity of purpose

Interest in the status quo

Size of potential benefits

Fear of the new

Ability and willingness to change

# A model to assist- the 4 C's of KTP

