

University / Industry Collaborations in Services

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Motivation

- Tremendous growth in services → there is an increasing need to understand how to solve difficult problems in services
- Increase in inter-organizational collaborations → relationships with academia in services might help us better understand inter-organizational relationships
- Need for people with skills in services → industry collaborations with academia provide opportunities for students to gain knowledge and skills in services

Industry/University Collaborations

- IBM Centers for Advanced Studies (CAS)
 - Pioneered at the IBM Toronto Lab in 1990
 - Collaborative research in software development on software-related projects
- Similar and equally powerful models adopted by other companies (CA, Business Objects, others) with focus on services
- Increasing interest from services organizations in IBM



J. Slonim, M. A. Bauer, P.-A. Larson, J. Schwarz, C. Butler, E. B. Buss, and D. Sabbah, "The Centre for Advanced Studies: A model for applied research and development", IBM Sys. Journal, Vol. 33, No. 3, 1994.

S. G. Perelgut, G. M. Silberman, K. A. Lyons, and K. L. Bennet, "Overview: The Centre for Advanced Studies", IBM Sys. Journal, Vol. 36, No. 4, 1997, 474-488

Key Success Factors¹

1. Research problems are **jointly defined** by academic participants and industry participants
2. Academic and industry participants **jointly contribute** research results
3. Liaisons **facilitate interactions** between academic and industry participants:
 - Are able to “walk the line” between industry and academia
 - Ensure different motivations are satisfied
 - Ensure participants understand each others’ “language”

¹Based on experiences in software development collaborations

Industry / University Collaborations in Services

- Services Consultants and Software Developers have different cultures of knowledge sharing:
 - Impacts ability to jointly define research problems and jointly contribute to research results
- Services research collaborations should involve clients, services consultants, academic researchers:
 - Implies commitment to deliver on results to clients
 - Collaborative research has associated risk and not all research will bring the “right” result

Industry / University Collaborations in Services

- Services consultants' time is accountable to clients:
 - Impacts ability to jointly contribute time to the problem definition and research activities
- Services research is multidisciplinary and collaborations must take place among researchers from different fields in academia, consultants, and clients:
 - Impacts ability to facilitate interaction effectively



Summary

Industry / university research collaborations can:

- Bring more innovative solutions to services research problems
- Help us learn about inter-organizational relationships
- Increase services skills coming out of academia

Need to understand and overcome the challenges of translating existing models to the services domain