

Knowledge Transfer Partnerships

KTP BENEFITS

Knowledge Transfer Partnerships are designed to benefit everyone involved

- 🔄 Businesses will acquire new knowledge and expertise
- 🔄 KTP Associates will gain business-based experience and personal and professional development opportunities
- 🔄 Universities, colleges or research organisations will bring their experience to enhance the business relevance of their research and teaching

Knowledge Transfer Partnerships

Accelerating business innovation; a Technology Strategy Board programme

<http://www.ktponline.org.uk>

GRAVEN IMAGES LTD KTP UNWRAPS NEW TOOLS AND STRUCTURES TO SUPPORT A THRIVING BUSINESS

ABOUT THIS CASE STUDY

This Knowledge Transfer Partnership (KTP) project brought together cross-disciplinary design consultancy Graven Images Ltd and the University of Dundee. The aim of the project was to improve the systems within the Company which support the design process through the development and implementation of a series of tools.

ABOUT THE SPONSORS

The **Scottish Government** is the devolved Government for Scotland. It is responsible for most of the issues of day-to-day concern to the people of Scotland, including health, education, justice, rural affairs, and transport.

The **Technology Strategy Board** is a business-led organisation established by the Government. Its mission is to accelerate research into, and development and exploitation of, technology and innovation for the benefit of UK business - building economic growth and quality of life.

FAST FACTS

- 🔄 KTP has introduced structures and systems to maximise project success
- 🔄 New capability and tools have brought an increase of 20% in annual sales
- 🔄 New tools have empowered staff and helped the business to stay competitive
- 🔄 Annual profit anticipated to rise following completion of KTP
- 🔄 Employment opportunities for the Associate and a training programme for staff
- 🔄 New research opportunities and teaching material for university staff

The Company



KTP Associate, Emma Murphy

“KTP has helped us to step back and recognise how we can best focus on high-value project activity. We now have the tools and systems to equip us for future success.”

Ross Hunter, Manager Director, Graven Images Ltd

Graven Images Ltd was established in 1985 and is a design consultancy which provides graphic, interior and exhibition design as well as designing unique products and events. The Company is located in Glasgow’s Merchant City.

ABOUT THE PROJECT

Graven Images Ltd prides itself on responding to the particular needs of its clients and helping them through periods of change. The Company recognised that in order to keep improving its design services and the resources it offers to clients, it needed to maximise factors leading to its project success. The Company looked to the University of Dundee for help with this project as it had experience of working with

local businesses on KTP projects and a good knowledge of design.

BENEFITS

As a result of this successful KTP, Graven Images has benefited from new streamlined structures and systems which have enhanced the Company’s efficiency in bidding for, undertaking, evaluating and delivering projects and in its overall service to clients.

At first it seemed that external networks would be pivotal in finding new approaches to securing greater project success. However, the focus shifted to the need to develop internal frameworks, tools and protocols. These were considered necessary to support new approaches to business, extend marketing support, provide a streamlined bidding process, and more developed design briefs and project reviews. In addition, the Company needed to organise its past project collateral more efficiently.

Through the KTP, the Company has been able to develop a range of five new tools to support and extend the business, which has been supported by the introduction of an integrated marketing strategy. The tools have included a methodology for reviewing past projects and defining their key attributes, a web-based Master portfolio, that provides formats and protocols for archiving

textual and visual project information, and a tool to promote effective bidding for new projects. To enhance project briefs, a tool was also designed to provide a framework for briefing discussions between staff and clients. Lastly, a project review tool was developed that supports information about the key criteria for success within a project and identifies where improvements could be made.

The KTP has brought additional operational improvements to Graven Images, such as a new process for developing and implementing tools and one where acquired knowledge can be shared across the team. In addition, staff training and communications have been enhanced by regular discussions and workshops.

Graven Images Ltd now has an in-house capability for developing tools to enhance project operations as the business grows. The Company plans to

apply this approach to other areas of activity to provide additional internal efficiency, project quality and increase sales. It is estimated that as a result of the Associate's work, the Company will benefit from an on-going increase of 20% in annual sales.

The Company is already enjoying a positive impact from the KTP project on its annual profit before tax.

RESULTS

- 🌀 The KTP has introduced structures and tools to maximise project success
- 🌀 Increased knowledge has improved corporate systems and operational efficiency
- 🌀 New capability and tools have brought an increase of 20% in annual sales
- 🌀 Annual profit anticipated to rise following completion of the KTP
- 🌀 New tools have empowered staff and helped the business to stay competitive

The Associate

“The KTP has helped me to grow in confidence and quickly develop interpersonal and project management skills. I’ve also put my career into the fast track and learnt so much about the industry.”

Emma Murphy, KTP Associate

BENEFITS

The Associate brought an arts-based MA (Hons) to this successful project, and used her expertise to help understand the drivers of project success and how to improve the Company's efficiency in marketing. The unique opportunity afforded by the KTP project has enabled the Associate to learn how a design consultancy is run. She also gained in confidence, learnt about leadership skills, working in a team, negotiating, project management and forming and evaluating design briefs. The Associate has been able to use her experience to work towards gaining a PhD. The project's success has brought the Associate a position in the Company and the chance to teach within the University.

RESULTS

- 🌀 The KTP has provided an insight into the complexity of managing a design consultancy
- 🌀 A greater understanding of critical factors contributing to project success
- 🌀 Experience and material to further a PhD
- 🌀 Became a member of the Chartered Management Institute
- 🌀 Offered and accepted employment with the Company and the University

The Academic Partner

“The KTP has enhanced our understanding of knowledge management within creative practice. It helped us to expand our experience of using systems and development tools within a new business area: design.”

Professor Tom Inns, Lead Academic, School of Design, University of Dundee



BENEFITS

The KTP project has brought the University benefits in the areas of research, staff development and teaching. It gave the four supervisors valuable experience of working with all the KTP parties and a greater understanding of contemporary design practices. The project was particularly useful in highlighting the importance of knowledge management within the design industry. Links with the Company have helped to inform course content and materials and also helped the School to experiment with different research methods. As well as new case study material, the institution has also benefited from a new research project and four journal and conference papers.

RESULTS

- 🌀 A greater understanding of contemporary design practices
- 🌀 Insight into transferring knowledge into a commercial setting
- 🌀 Forged close links between the University and the local business community
- 🌀 Increased awareness of commercial realities for a rapidly developing business
- 🌀 Opportunities to update teaching theory with case study examples