

Table 1: Critical Success Factor

No	Success Factors	References
1	Champion at company	(Claes Wohlin, 2012)
2	Champion's network within the company	(Claes Wohlin, 2012)
3	Buy in and support from company management	(Claes Wohlin, 2012)
4	Buy in and support from industry collaborators	(Claes Wohlin, 2012)
5	Short term results and impact on industry	(Claes Wohlin, 2012)
6	Organizational stability (industry partner)	(Claes Wohlin, 2012)
7	Researcher has a visible presence in industry	(Claes Wohlin, 2012)
8	Regular meetings	(Claes Wohlin, 2012)
9	Relevant expertise of researcher (main person in the collaboration)	(Claes Wohlin, 2012)
10	Attitude and social skills of researcher	(Claes Wohlin, 2012)
11	Researcher commitment to contribute to industry needs	(Claes Wohlin, 2012)
12	Well-organized collaborative research project	(Claes Wohlin, 2012)
13	Research environment at the university	(Claes Wohlin, 2012)
14	Prior experience of industry-academia collaboration	(Claes Wohlin, 2012)
15	Universal Factor such as trust, commitment, continuity personnel	(Tina Barnes, 2002)
16	Choice of partner	(Tina Barnes, 2002)
17	Project manager	(Tina Barnes, 2002)
18	Project management	(Tina Barnes, 2002)
19	Ensuring equality	(Tina Barnes, 2002)
20	Environment factor	(Tina Barnes, 2002)
21	Outcome	(Tina Barnes, 2002)
22	Cultural issues	(Tina Barnes, 2002)
23	Flexibility	(Seow Voon Yee, 2009)
24	Reward and benefit	(Seow Voon Yee, 2009)
25	Constant communication	(Seow Voon Yee, 2009)
26	Commitment and support from management	(Angeline Seow Voon Yee, 2015)
27	Government support	(Angeline Seow Voon Yee, 2015)
28	Open and transparent communication	(Angeline Seow Voon Yee, 2015)

Table 2 Critical Success Factor

Success Factors	Description
Trust	Trustful relationship building and sustaining trustful relationships among all partners
Partner Reputation	Academic/industrial partner, namely when they have been successful, are an important catalyst for further collaborations
Strong Teamwork	Academic/ industrial partner have a good and maintain the relationship from the beginning of the project
Commitment and leadership skill of leader	Leader play an important role to drive the team to achieve the mission, goals and objective set. Meanwhile commitment from industry in collaboration activities.
Researcher's commitment	A high degree of commitment and interdependence among all partners involved in the collaboration
Having Right Person	Recruiting or selecting those individuals with the appropriate skill set to take the partnership forward.
Constant Communication	Effective communication will increase the knowledge and understanding about both collaborating partners and lead to general goal or purpose developed

Reward Benefit	Incentives for researchers to engage in collaborative research. Existence of incentives (provided by the university/company)
Financial Support	Seed and pre-seed funding to motivate the researcher to emerge into a new research. The support can be from various Sources including the government agencies support.
Short term results and impact on industry and university	Early result from the collaboration-something of value for both industry and academia
Regular Meeting	Regular meetings with the involved parties, for example, a steering group for a specific collaborative project
Research environment at the university	Importance of research excellence in the research environment at the University that the researcher is coming from
Government & Management support	Support from institutional and company leaders to the collaborative research initiative. This may include the involvement of high-level individuals within the organisation (e.g. rector, CEO) in the establishment and negotiation of strategic university-business partnerships

Table 3 Survey Response Rate

	Total	University	Industry
Disseminate	270	220	50
Received	47	32	15

Table 4 Descriptive Statistics for University & Industry Respondents
(A=University Respondents & B=Industry Respondents)

Critical Success Factor	A	B	A	B	A	B	A	B	A	B
	N	Minimum	Maximum	Mean	Std. Deviation					
Trust	32	15	5.00	4.00	7.00	7.00	6.4375	6.0667	.56440	1.09978
Partner Reputation	32	15	3.00	5.00	7.00	7.00	6.0000	5.8667	.98374	.63994
Strong Teamwork	32	15	5.00	5.00	7.00	7.00	6.5000	6.3333	.56796	.72375
Commitment and leadership skill of leader	32	15	4.00	4.00	7.00	7.00	6.5000	6.1333	.67202	.91548
Researcher's Commitment	32	15	5.00	4.00	7.00	7.00	6.5938	6.2000	.55992	.86189
Having Right Person	32	15	5.00	4.00	7.00	7.00	6.2813	6.2000	.68318	.86189
Constant Communication	32	15	4.00	5.00	7.00	7.00	6.3125	6.3333	.82060	.81650
Reward Benefit	32	15	3.00	4.00	7.00	7.00	5.7813	5.5333	1.03906	.83381
Financial Support	32	15	4.00	4.00	7.00	7.00	6.4688	6.2000	.80259	.86189
Short Term Results and impact on Industry and University	32	15	5.00	4.00	7.00	7.00	6.0000	5.5333	.67202	.99043
Regular Meeting	32	15	4.00	4.00	7.00	7.00	5.8125	5.0667	.78030	.96115
Research Environment at the University	32	15	5.00	3.00	7.00	7.00	6.1875	5.2000	.69270	1.37321

Management Support	32	15	5.00	4.00	7.00	7.00	6.4375	6.0000	.61892	.92582
Valid N	32	15								

Table 5 Overall Top Ranking for University

Overall Top ranking	Overall Bottom Ranking
Researcher Commitment	Reward Benefit
Strong team work & Commitment and leadership skill of leader	Regular Meeting
Financial Support	Short term result and impact on industry and university

Table 6 Overall Top Ranking for Industry

Overall Top ranking	Overall Bottom Ranking
Strong team work, constant communication	Regular meeting
Having right person & researcher commitment	Research environment
Commitment & leadership skill	Reward benefit