

Redacted extract of a real Blueprint. This is the decision brief from an actual Industry Partnership Blueprint prepared for a university, shown with its structure, evidence types and wording intact. The university, every company group, every peer university and every person are replaced by labels (University A, Company group 1, Peer university 1, Researcher A1), and work and project titles are withheld. It shows no rank, score, standing band, sensitivity range, sector position or award status. Counts of joint works and funded projects are real; counts that could identify the university are removed.

DECISION BRIEF

5 relationships to consider first

A short list for a partnership or research office: what to pursue, strengthen or review; what the record shows; what GRP infers from it; what only you can confirm; which colleagues inside University A are a credible route; and a first step. Publication and funding records show activity, not intent: nothing here establishes a company's current demand or a colleague's willingness to make an introduction.

#	ACTION	COMPANY GROUP	SIGNAL	EVIDENCE IN ONE LINE
1	PURSUE	Company group 1	Not visible with your institution in the observed 2021 to 2025 record	9 of 10 peers; 105 joint works there
2	PURSUE	Company group 2	Not visible with your institution in the observed 2021 to 2025 record	5 of 10 peers; 61 joint works there
3	STRENGTHEN	Company group 3	Funded but not yet co-publishing	4 funded project(s); no joint works
4	STRENGTHEN	Company group 4	Co-publishing but not yet funded	40.5 joint works, 2021 to 2025
5	REVIEW	Company group 5	Declining observed publication activity: worth investigating	79 joint works, 2021 to 2025

For every item, check locally first: existing agreements, consultancy, licences, studentships or contacts that do not appear in co-authored publications (check your CRM and contracts office); whether the named colleagues are still in post and willing to be involved. **Your priorities:** To be set at scope confirmation: the brief is re-ordered against the priorities your office states.

1 · PURSUE**Company group 1** Not visible with your institution in the observed 2021 to 2025 record**DIRECT EVIDENCE**

No verified joint work with University A. Joint works at 9 of your ten closest peers: Peer university 1 (12), Peer university 2 (4), Peer university 3 (33), Peer university 4 (4) and 5 more.

MOST CITED JOINT WORKS AT PEERS

- title withheld in this sample (2023, 334 citations with Peer university 5)
- title withheld in this sample (2023, 263 citations with Peer university 3)

Main sector: Pharmaceuticals and Therapeutics

GRP INFERENCE (NOT EVIDENCE)

Company group 1 publishes with 9 of your ten closest peers, most often in Pulmonary and Respiratory Medicine. This suggests overlapping research interests; it is not evidence that the company wants a new university partner.

ALSO CONFIRM LOCALLY

- any relationship the publication record cannot show (contracts, consultancy, licences, studentships, alumni, procurement)
- whether the company's research teams in this field are active and open to university partnerships

INTERNAL ROUTE: YOUR OWN CO-AUTHORS

Researcher A1 (23), Researcher A2 (14), Researcher A3 (11): own most active co-authors of verified industry work in Pulmonary and Respiratory Medicine (inference: same field, other companies; not a confirmed route to this company)

SUGGESTED NEXT STEP

Check your CRM and contracts office for any contact with Company group 1. If there is none, ask the colleagues named here whether they know the company's researchers in Advanced Breast Cancer Therapies, then decide whether an exploratory conversation is worth starting.

2 · PURSUE**Company group 2** Not visible with your institution in the observed 2021 to 2025 record**DIRECT EVIDENCE**

No verified joint work with University A. Joint works at 5 of your ten closest peers: Peer university 1 (5), Peer university 4 (24.5), Peer university 6 (16.5), Peer university 7 (6) and 1 more.

MOST CITED JOINT WORKS AT PEERS

- title withheld in this sample (2025, 49 citations with Peer university 6)
- title withheld in this sample (2025, 30 citations with Peer university 1)

Main sector: Pharmaceuticals and Therapeutics

GRP INFERENCE (NOT EVIDENCE)

Company group 2 publishes with 5 of your ten closest peers, most often in Pulmonary and Respiratory Medicine. This suggests overlapping research interests; it is not evidence that the company wants a new university partner.

ALSO CONFIRM LOCALLY

- any relationship the publication record cannot show (contracts, consultancy, licences, studentships, alumni, procurement)
- whether the company's research teams in this field are active and open to university partnerships

INTERNAL ROUTE: YOUR OWN CO-AUTHORS

Researcher A1 (23), Researcher A2 (14), Researcher A3 (11): own most active co-authors of verified industry work in Pulmonary and Respiratory Medicine (inference: same field, other companies; not a confirmed route to this company)

SUGGESTED NEXT STEP

Check your CRM and contracts office for any contact with Company group 2. If there is none, ask the colleagues named here whether they know the company's researchers in Veterinary Oncology Research, then decide whether an exploratory conversation is worth starting.

3 · STRENGTHEN**Company group 3** Funded but not yet co-publishing**DIRECT EVIDENCE**

4 UKRI and 0 EU Horizon project(s) with this company group starting 2021 to 2025; no verified joint work in the co-authorship record.

- project title withheld in this sample (UKRI, start 2025)
- project title withheld in this sample (UKRI, start 2024)

GRP INFERENCE (NOT EVIDENCE)

University A and Company group 3 share 4 funded project(s) in the UK or EU funder record, but no verified co-authored work in 2021 to 2025. Funded work that has not yet produced joint publications may be early, confidential, or carried by people who publish separately.

ALSO CONFIRM LOCALLY

- whether results from the funded projects are expected to be published jointly, and any confidentiality terms

INTERNAL ROUTE: YOUR OWN CO-AUTHORS

The investigators on the funded projects (listed by the funder; your research office holds the names). GRP does not match funder records to people.

SUGGESTED NEXT STEP

Ask the investigators on these projects whether joint publication is planned or blocked, and whether the relationship would benefit from a broader agreement.

4 · STRENGTHEN**Company group 4** Co-publishing but not yet funded**DIRECT EVIDENCE**

40.5 verified joint works, active in 5 of 5 years.

2021	2022	2023	2024	2025
5	12	8.5	9	6

MOST RELEVANT CITED JOINT WORKS

- title withheld in this sample (2023, 125 citations)
- title withheld in this sample (2021, 92 citations)

Main sector: Pharmaceuticals and Therapeutics

GRP INFERENCE (NOT EVIDENCE)

40.5 verified joint works, but no UKRI or EU Horizon project with this company group observed for projects starting 2021 to 2025. A joint funding route may be untested; the work may also be funded by the company directly or by funders outside these two records.

ALSO CONFIRM LOCALLY

- funding from the company itself or from funders outside UKRI and the EU

INTERNAL ROUTE: YOUR OWN CO-AUTHORS

Researcher A4 (13), Researcher A5 (3), Researcher A6 (3): own co-authors on the joint works (representative of the evidence, not confirmed relationship holders)

SUGGESTED NEXT STEP

Ask the colleagues named here how the joint work is funded today and whether a joint UKRI or Horizon Europe application has been considered.

DIRECT EVIDENCE

79 verified joint works, active in 5 of 5 years.

2021
25

2022
20

2023
12

2024
12

2025
10

MOST RELEVANT CITED JOINT WORKS

- title withheld in this sample (2024, 232 citations)
- title withheld in this sample (2022, 219 citations)

Also 15 UKRI and 0 EU Horizon funded project(s) with this company group.

Main sector: Pharmaceuticals and Therapeutics

GRP INFERENCE (NOT EVIDENCE)

*joint works fell from 45 in 2021 to 2022 to 22 in 2024 to 2025.
Publications only: this may reflect a completed project, people moving or slower indexing of recent work, not a weaker relationship.*

ALSO CONFIRM LOCALLY

- whether the joint project has ended, the people have moved, or the relationship continues outside publications

INTERNAL ROUTE: YOUR OWN CO-AUTHORS

Researcher A1 (13), Researcher A7 (8), Researcher A8 (7): own co-authors on the joint works (representative of the evidence, not confirmed relationship holders)

SUGGESTED NEXT STEP

Ask the colleagues named here whether the decline reflects a completed project, a change of people or a lapse, and record what you learn before deciding anything.

The 2025 record is still filling in as late publications are indexed, and coverage may not be equally complete for every university. Trends that compare recent years with earlier ones are therefore labelled observed publication activity and need local confirmation. Chosen mechanically from the evidence (rules in the method appendix); company groups under an asset freeze are never proposed. Peer evidence lists works and universities only; peer reads never name individual researchers at other universities. Internal routes name University A's own colleagues only. Funded partnerships cover UK (UKRI Gateway to Research) and EU (Horizon 2020 and Horizon Europe, CORDIS) projects starting 2021 to 2025 only. They are reported, never scored, and a funder record outside these two sources is not visible here.

The full Blueprint continues with standing, the network, observed publication activity, opportunities at peers, industry champions, sectors, funded partnerships, evidence, verification and the appendices.

Industry Partnership Blueprint · redacted sample · The Industry Collaboration Index is free, public and independent. This Blueprint cannot move any university's position, band or score, and no commercial relationship changes any position.