

ABSTRACT

Collaboration among universities, industry, and government (Triple Helix) in supporting innovation and commercialization processes still faces obstacles. This study aims to identify the inhibiting factors of Triple Helix collaboration in the commercialization process at Telkom University. The main focus of this research is to identify the Triple Helix actors and their roles, analyze the factors inhibiting Triple Helix collaboration, and find ways to overcome these inhibiting factors. The research method used is qualitative with a case study approach. Data were collected through semi-structured interviews with five informants who are experts and external parties related to Telkom University.

The findings of this study identify that Telkom University, as a provider of research and innovation, plays a role in the commercialization process through support units such as the Center of Excellence (CoE), Research and Community Service (PPM), and Bandung Techno Park (BTP). Industry plays the role of idea generator, early adopter, producer, capital provider, and end-user who sells and gives royalties to the university. The government functions as a regulator, funding provider, innovation user, research partner, and facilitator of collaboration between universities and industry.

The main inhibiting factors of Triple Helix collaboration are identified from each actor. The barriers faced by universities include limited internal incentives, differences in goals between academia and industry resulting in research outcomes that do not meet market needs, and a lack of experts. From the industry side, the barriers include dependence on foreign technology, lack of understanding of the university's capacity and capabilities, and a dynamic market along with inconsistent raw material prices. For the government, the barriers include ineffective implementation of Triple Helix collaboration policies, insufficient budget allocation, and coordination issues regarding Triple Helix collaboration.

To overcome these inhibiting factors, universities need to improve internal coordination, optimize commercialization schemes, increase the number of experts, develop industrial gathering activities, and review policies related to innovator burdens. Industry should better understand academic needs, allocate more funds, ensure raw material availability, and enhance collaboration with an Open Innovation approach. The government needs to increase collaboration activities, boost research funding, simplify administrative processes, encourage public appreciation of local products, and create a comprehensive upstream-to-downstream commercialization scheme and evaluate it.

The contribution of this research is to provide a deep understanding of the inhibiting factors of Triple Helix collaboration in the commercialization process at Telkom University. It is recommended that future research be conducted at different universities to gain a deeper understanding of the inhibiting factors of Triple Helix collaboration at other universities.

Keywords: *Commercialization, Telkom University, Triple Helix*