NEIL SHERIDAN

ENTREPRENEURIAL U AND STARTIFY7: 2016 BOOK
Across our world, people have become connected by technical and technological advances — and dependent on the steady introduction of new solutions for improving their quality of life.

The continually growing need for visionary innovators with the passion, skills and intercultural understanding to solve our needs is critically clear to us at the University of Twente. Here we are expert both at applying discoveries to address such unsolved problems and in preparing young leaders to take on this challenge when they leave us.

At Twente, our faculty engage in a very wide range of disciplines, developing both productive researchers and new knowledge. Twente combines its top-ranking technological research strength with our broad social sciences expertise to deliver an approach to innovation that we call “High Tech Human Touch.” My colleagues in the Faculty of Behavioural, Management, and Social Sciences actively work with our science and engineering professors and students to create remarkable and successful contributions to critical social needs.

By coming to CuriousU and joining in our EntrepreneurialU and Startify7 programs, you have sampled how your career as a technology leader can progress. With your fellow participants, you learned and shared in an intense environment of creation, collaboration and, ultimately, a competition of ideas. However, in little more than a week, we could only expose you to a small portion of the intellectual talent and the research facilities available to you here on our campus and through our network.

After your time with us at CuriousU, you should consider returning as a graduate researcher to join in these explorations and collaborations. Please see the section in this book titled “What Comes Next” to learn about some of your options to study with our faculty.

If you are already one of our students, EntrepreneurialU was meant to inspire your own contributions as a Twente innovator pursuing advanced graduate research. Over 900 startup companies formed or were assisted at Twente. Join us and put what you learned about technology business creation to work much sooner than you expected.

Sincerely,

Prof. dr. T.A.J. tenken
Dean of Faculty Behavioural, Management and social Sciences
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This book is for
Aard Groen, who recommended me to lead the track
Petra De Weerd-Nederhof, who invited me to do so
Annemarie Ridder, who plans perfectly, and
Joost Brinkman, who executes brilliantly
Ours was the largest track of the CuriousU summer school and we were fortunate to join the Startify teams into our work.

Eighty-five people from around the world gathered in Enschede in the east of the Netherlands for two intense weeks of study, creation, collaboration and celebration.

Working with us were twenty-two faculty and coaches and six project team members collaborating with six project managers and leaders from the university’s central administration.

Our cohort included engineers, scientists, doctors, programmers, managers, students and many visionaries.

What will we create next?

“1... 2... 3...”

Neil Sheridan
15 December 2016
Michigan, USA
About SVPI’s Programs

SVPI creates and delivers innovation and strategic management programs for corporations, venture capital companies, universities, technology accelerators and conferences.

Velocity | PRESENT™ is the first of three technology innovation programs offered by SVPI. The training and experiential learning focuses on helping evaluate the viability of new innovations, develop a business model for them and communicate effectively with investors, advisors, prospective customers, team recruits and others. It is ideal preparation for developing highly competitive teams in pitch competitions and for early investor discussions. For corporate new product development teams, it focuses on investment justification, return on investment and go-to-market details. (Typically, 16 - 20 hours over 2 days or 2 weekends)

Velocity | PLAN™ teaches teams how to create comprehensive, concise business plans suitable for providing to angel investors, lenders and competitions. Training and coaching for corporate clients utilize their templates and planning requirements. (21 hours over 3 days or 2 weekends)

Velocity | NEGOTIATE™ introduces the process of agreeing terms and conditions of investment agreements that are sized correctly to the need, achievable by the team, and fair to all parties. (8 hours)

Velocity | VECTORS™ Beyond the introductory series, SVPI offers the comprehensive Velocity | VECTORS commercialization curriculum. Vectors covers advanced topics such as market research, intellectual property protection, financial management, sales, human resources, regulatory compliance and other core competencies for successful technology ventures and corporate new product development teams. (26 hours over 2 weekends, 4 days, or 8 evenings)

“Back to Basics” For private equity firms, this series offers their portfolio companies’ leaders with interactive workshops on strengthening value propositions, redefining the brand, and selling strategies. (3 one-day sessions over several months)

SVPI welcomes inquiries about collaborating on experiential training for innovation leadership, venture investment, commercialization and business strategy across sectors and global regions.
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Part I

Welcome
From Professor Petra De Weerd-Nederhof

Students and researchers from around the world are joining more than a dozen University of Twente doctoral and Masters students for EntrepreneurialU. We are excited that all of you are gathering here to learn how to create value from technology and provide that to solve problems in society and in business.

As graduate students (and the several bachelors students among you), being able to commercialize technologies – or even to argue more effectively for research funding – means that you will better equipped to make real change in our world.

Throughout your time with us, you will be challenged to think and create both in collaboration and in competition. We hope that you enjoy this active process of seeking the strongest ideas in which to invest your energy, your talents and, ultimately, investors’ money. Having the capability to choose the better idea and communicate its value are vital skills for you to apply in any organization you may join.

Please consider how what you experience here during this week could translate into academic and industry engagement over the rest of your career. The University of Twente invites you to bring your research and business ideas here, if you are not already part of our community of entrepreneurial scholars. (Please see the section titled “What Comes Next?”)

We wish you a very enjoyable and thought-provoking summer school. Thank you very much for participating and strengthening the diversity of ideas.

Sincerely,

Petra De Weerd-Nederhof, PhD
Department Head, NIKOS – UT’s department for Entrepreneurship, Strategy, Innovation, International Management & Marketing (ESIM)
Professor of Organisation Studies and Innovation
Programme Director, Master of Science in Business Administration
(Contact: p.c.deweerd@utwente.nl)
From Professor Aard Groen

I am very pleased to welcome you to the University of Twente and NIKOS for our EntrepreneurialU and Startify7 programs. You will meet many of my colleagues and myself as we think about how successful startup ventures are created – and then work together to do it.

The University of Twente has a rich history of helping young students such as you take brilliant ideas from concept to reality. NIKOS, our entrepreneurship research institute and VentureLab, our startup program, were created exactly to power the success of entrepreneurs. In the last decades, the University of Twente has helped transform our region as hundreds of international science and management students like you came here to learn, to create and to grow companies. Several have become international giants, such as Booking.com, and many have enjoyed long-term success.

For you we have a simpler goal. Come join us of a week of learning and experimentation. Come share the excitement of generating new solutions to important problems. Come enjoy the new friendships, food, music and fun of a first-class international festival. Come to Twente and learn how to do innovative entrepreneurship processes.

Best regards,

Aard J. Groen, PhD
Professor of Innovation Entrepreneurship
Founder, VentureLab International
Director, NIKOS
From Neil

We are delighted to have you in our largest ever cohort of innovation leaders at the University of Twente NIKOS EntrepreneurialU and Startify7 joint summer school.

The work for this course will help you set a clear vision and early plans for a new venture. You will begin to master creating a comprehensive business design around your innovative concept and learn how to effectively communicate the business and its value to key stakeholders in your success.

After our program, you can continue to take advantage of what you have learned with us by:

• Continuing to refine your initial business concept (or create new ones!) based on discussions with advisors, potential customers and the teammates you met here

• Strongly consider studying here at the University of Twente whether you have a technical, scientific, or managerial career interest

• If you already are a student or researcher here, take full advantage of the strong programs offered by NIKOS, VentureLab, the DesignLab, and the excellent faculties.

• Have confidence in yourself – think of the progress you made in just the short amount of time we had together and take the next steps boldly

Working with you was a great honor and it was a pleasure to see your businesses move closer to reality. I hope that you will keep in touch through LinkedIn and will look forward to hearing about your growth.

All the best for your research and careers,

Neil Sheridan

STRONGER BUSINESSES NEXT

Taking a new invention from concept to profitable business is an exciting undertaking. An early theme of our course is that you are not your business, and your business is not you. To succeed, you will need to attract and manage colleagues, suppliers, customers, advisors, investors and others. Our course is designed to help you understand how to do this. Starting and growing a business is risky, take what you learn for this venture into your next ideas to speed your progress and reduce the risks of failure. We are in an era of innovation, one that tolerates failure as a necessary part of improvement.

If some day, you reread this book after an initial business pursuit is ended without the success you had hoped for, remember that many great innovators overcame initial struggles and disappointment to create stronger businesses in their next attempts. As Vince Lombardi said, it’s not whether you get knocked down, it’s whether you get up.
Part II

Your Summer School
Your Partners

Our programs were organized and arranged by the University of Twente’s Entrepreneurship, Strategy, Innovation and Marketing Department in the Faculty of Behavioral, Management and Social Sciences. The key partner in ESIM is NIKOS, the Netherlands Institute for Knowledge-Intensive Entrepreneurship with the Twente Graduate School and VentureLab International.

The Startify7 program was generously funded by the European Commission. We were honored to be selected as a Startify7 site and are grateful for the opportunity to contribute to the success of this important initiative.

Our corporate, consulting, entrepreneurial company and funding partners included:

- Alteration BV
- Bosch NEFIT
- Both Social
- The European Commission
- GasFabriek
- LEAP Innovation Agency
- Startify7 Program
- SVPI
- TinyEYE
- ICW 2020
- Cadeaus met een Missie (Gifts with a Purpose)
- DevCake
- University of Twente - NIKOS PC3 Project
- University of Twente - DesignLab
Your Program Team

Joost, Annemarie and Neil worked in planning and preparing for your arrival since January’s damp cold penetrated the Netherlands and Michigan, when summer was just a warm and dry concept.

We could not have succeeded in delivering your program without detailed preparations and coordination by many people. I wish to sincerely thank the leaders of our core team:

• Dr. Petra De Weerd-Nederhof

• Dr. Aard Groen

• Dr. Rainer Harms

• Dr. Michel Ehrenhard

• Annemarie Ridder

• Joost Brinkman

• Joyce Jagt

• Monique Zuithof

• Carly Overmars

And, we are grateful to the members of the University’s Central Administration project team who have conceptualized, planned and coordinated the creation of the CuriousU Summer School program for all of us to enjoy. It’s execution was so smooth, you’d think the festival had been put on annually for the last 20 years.

• Sander Lotze, Program Director

• Erik Van Dijk, Project Manager

• Rianne Kaptijn, Project Manager

• Bas Reuvelkamp, Facilities

• Floris Metzer, Communications

• Tom Mulder, MC Extraordinaire

• And, of course, the “Orange Mob” of festival staff

Our course design is a collaboration among many talented professionals and, like your business models, is subject to many iterative improvements. Since we continue to fine-tune our program and materials, we would be grateful for any suggestions and feedback you give us.

Please send your suggestions to Neil (ns@svpi.com).
Your Coaches and Faculty

We benefited by attracting top entrepreneurship experts to work with you as speakers and coaches. We are very grateful for the generous commitment of their time to your success.

<table>
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<td>Petra de Weerd-Nederhof, PhD</td>
<td>Professor of Organization Studies and Innovation</td>
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<tr>
<td>Aard Groen, PhD</td>
<td>Professor of Innovative Entrepreneurship</td>
</tr>
<tr>
<td>Neil Sheridan</td>
<td>Entrepreneur, program facilitator, researcher</td>
</tr>
<tr>
<td>Joost Brinkman</td>
<td>Project Manager, instructor and expert coach</td>
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<tr>
<td>Annemarie Ridder</td>
<td>Operational program manager</td>
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<tr>
<td>Rainer Harms, PhD</td>
<td>Associate Professor, instructor and expert coach</td>
</tr>
<tr>
<td>Kasia Zalewska, PhD</td>
<td>Assistant Professor and coach (Strategy)</td>
</tr>
<tr>
<td>Isabella Hatak, PhD</td>
<td>Associate Professor (Strategic Entrepreneurship)</td>
</tr>
<tr>
<td>Michel Ehrenhard, PhD</td>
<td>Assistant Professor (Entrepreneurial Leadership)</td>
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<tr>
<td>Rik van Reekum, PhD</td>
<td>Assistant Professor (Intellectual Property)</td>
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<tr>
<td>Marlies Stuiver</td>
<td>Doctoral candidate, instructor and coach (Social Entrepreneurship)</td>
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<tr>
<td>Aida Bouhkris</td>
<td>Startify7 Central Program Team, instructor and expert coach</td>
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<tr>
<td>Jeroen Sempel</td>
<td>Entrepreneur, instructor (Finance)</td>
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<tr>
<td>Thomas Boerrigter</td>
<td>Speaker and coach, Leap Innovation Agency</td>
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<tr>
<td>Simon Zomerdijk</td>
<td>Speaker and coach, Leap Innovation Agency</td>
</tr>
<tr>
<td>Bram de Vries</td>
<td>Speaker and coach, Leap Innovation Agency</td>
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<tr>
<td>Claudi van der Vegt</td>
<td>Coach, Leap Innovation Agency</td>
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<tr>
<td>Lennart de Haan</td>
<td>Coach, Leap Innovation Agency</td>
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<tr>
<td>Pim Wischhoff</td>
<td>Coach, Leap Innovation Agency</td>
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<tr>
<td>Willem Poterman</td>
<td>Entrepreneur, instructor and expert coach</td>
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<tr>
<td>Menno Both</td>
<td>Entrepreneur, instructor and expert coach</td>
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<tr>
<td>Irene Weerkamp</td>
<td>Start-up entrepreneur and team coach</td>
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<tr>
<td>Harry Romkema</td>
<td>Entrepreneur, angel investor, speaker, and field trip host</td>
</tr>
<tr>
<td>Tim Markus</td>
<td>Senior Investment Manager, PPM Oost NV</td>
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<tr>
<td>Caroline Smeets</td>
<td>Entrepreneur and speaker</td>
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<tr>
<td>Monica Ramos</td>
<td>PhD candidate and speaker</td>
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<tr>
<td>Jim de Vries</td>
<td>Speaker and start-up partner, DEVCake</td>
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<tr>
<td>Boy Bouw</td>
<td>Speaker and start-up partner, DEVCake</td>
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<tr>
<td>Mike Slinkman</td>
<td>Speaker and start-up partner, DEVCake</td>
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You and Your Colleagues

You were the largest ever cohort to come to Twente for the Summer School – of more than 260 overall more than 1 in 3 was in our track. You represent a broad cross-section of international researchers, students and entrepreneurs.

Be sure to take a look in the Gallery for the photos I took during our time together.

Startify7 Participants

- Alin Cadariu
- Yizhou Cai
- Mai Chu
- David de Meij
- Daniel Delgado Foruria
- Barbara Ehbauer
- Souzana Georgiadou
- Edera Golemaj
- Job Groen
- Stefan Günther
- Anisa Guxholli
- Sven Hölzel
- Ali Hasan Imam
- Milan Jovic
• Erigon Kastrati
• Imaad Khan
• Kathy Komander
• Davide La Rocca
• Jiachen Lu
• Enio Marku
• Thanasis Melissidis
• Marilo Meta
• Jorge Moreno Hernández
• Minh Nguyen
• Giovanna Nunez Vilaza
• Mirko Razzini
• Simon Rödder
• Bryan Rodriguez Lopez
• Enjada Taraj
• Cao Truyen
• Ibrahim Tolaj
• Anestis Tsoukalis
• Eirini-Maria Tzioga
• Jim van Cappelle
• Ilona Wolf
• Nikolaos Zerzis
EntrepreneurialU Participants

- Arvin Tehupuring
- Patrick Asare-Kyeremateng
- Dennis Bakhuis
- Nadja Bauer
- Hanieh Bazyar
- Erlend Michael Birkeland
- Sebastian Bock
- Daniel Brennan
- Carsten Bruns
- Jingyuan Cai
- Valerio Francesco Ciurleo
- Lydia Conroy
- Corey Crossin
- Charles Dehombreux
- Mateo Dovarganes
- Pascal Dusza
- Sarah Gazeley
- Gaurav Gupta
- Shannon Harris
- Richard Hossiep
- Sahil Jagga
• Ellen Kreuer
• Yogeshwar Makanji
• Carlotta Maria Martinelli
• Caio Moussalem
• Jelle Oostveen
• Lydia M. Prieto
• Dominik Schraudolf
• Aileen Schuurmans
• Jacob Sliwinski
• Robbert-Jan Torn
• Jennifer van Zeil
• Matei Vasilache
• Thomas Weinhart
• Tracey Werleman
• Enno Wigger
• Zhang Xiaofei
• Guodong Zhang
• Siqi Zhou
• Tom Burns
Your Teams

Your coaches and judges agreed, the quality and creativity of your business models and presentations were exceptional. Considering that many of you came with limited experience in technology management or in delivering comprehensive business presentations, all of you should be proud of what you created and shared.

CuriousU Teams

U1
- Caio Moussalem
- Ellen Kreuer
- Mateo Dovarganes
- Dominik Schraudolf

U2
- Zhang Xiaofei
- Siqi Zhou
- Gaurav Gupta

U3
- Shannon Harris
- Daniel Brennan
- Aileen Schuurmans
- Tracey Werleman
- Carlotta Maria Martinelli
• Valerio Francesco Ciurleo
U4
• Jennifer van Zeil
• Yogeshwar Makanji
• Enno Wigger
• Dennis Bakhuys
• Hanieh Bazyar
U5
• Carsten Bruns
• Richard Hossiep
• Robbert-Jan Torn
• Thomas Weinhart
• Tom Bruns
U6
• Matei Vasilache
• Sebastian Bock
• Tehupuring Arvin
• Charles Dehombreux
• Sahil Jagga
• Lydia M. Prieto
U7
• Corey Crossin
• Jacob Sliwinski
• Guodong Zhang
• Pascal Dusza
• Lydia Conroy

• Sarah Gazeley
Startify7 Teams

- CommUNITY
- vGlobus Travel
- Komander Engineering
- FeedMe
- ClickSpire
- Tutee7
- Gameployer
- GreenScan
- e4U
- GoBoost
- SquareAid
- Permama
- Green Spoon
- Skill Me
Winners

The Winners of EntrepreneurialU

Challenge Cup for the Overall Champions: “Green Fingers” and “Boogie Down” (TIE)

Runners Up: “Rent Your Wardrobe” and “Adaptive Neuromorphic Computing”

The Winners of Startify7

There were 3 equally-ranked champions selected to go on to the next round in Brussels. They were:

“Gameployer”
- Suhaib Aslam
- David de Meij
- Souzana Georgiadou

“Clickspire”
- Davide La Rocca
- Bryan Rodriguez Lopez
- Enjada Taraj

“SquareAid”
- Daniel Delgado Foruria
- Barbara Ehbauer
- Ali Hasan Imam
Part III

Day by Day Program

Overview
**Monday, Day One**

On our first day, we will get to know each other and begin to form company teams. We will learn about entrepreneurs, their motivations and how they work to create value for themselves and others. We will have our first experiences with two core learning and planning tools that will be central to our work together and in your entrepreneurial ventures in the future. You’ll be encouraged to go to dinner together to continue finding the team you want to join or to convince others to join your team.

---

**MORNING**

09:30 Welcome and Orientation
- Welcome by NIKOS and program team
- Review week’s program
- Objectives
- Logistics and practical matters
- Introduction of the coaches
- Participant self-introductions

---

**AFTERNOON**

14.00 Entrepreneurs and Entrepreneurship
- Who is an entrepreneur? What does she do?
- Different types of entrepreneurial activities
- Focus on commercialization of technologies
- Literature
- Tools entrepreneurs use

15.00 Ideation and Communicating Your Business Ideas Effectively
- Finding viable ideas
- Using the Elevator Pitch Method
- Giving good feedback and constructive guidance
- Being "coachable" – learning how to accept and use guidance
- Using the U.S. National Science Foundation’s simple feedback method

Suggestion: Invite people you want on your team to join you for dinner
You will finish selecting a team, or we will help you... We will learn about using the “Business Model Canvas” method to quickly determine IF there is a business behind our idea and how it can be created. Then, in our first team activity, you will brainstorm together and begin to complete the first iteration of your canvas. Next, we will learn the essentials of attracting and using investment money from others. Finally, we’ll end the day with another breakout session for your team to work together on make improvements.

MORNING

09:30 Building a Successful Team
- How to best recruit or join a team
- Group Session: “Battle for Talent” (team leaders make a recruiting pitch)
- Available talent hears team pitches again
- Break-out Session: Teams discuss their skills, knowledge and interests
- Team rosters finalized

11:30 Think Inside the Box
- What is the Business Model Canvas?
- Why does the canvas increase success and reduce risk?
- How to develop your first canvas
- Today’s coaches re-introduce themselves and their expertise
- Break-out Session: Teams start their canvas with coaching

AFTERNOON

14:00 Energizer Number 1 (Joost Brinkman)

14:30 Introduction to Venture Finance (Jeroen Sempel)
- Everything is results vs. risk
- What to do when results don’t match your projections

16:00 Coaching on Demand
- Many of our coaches will be available to you

Suggestion: Have your team invite a coach to dinner or dessert (or a beer?)
Wednesday, Day Three

We’ll start the day with a detailed briefing by successful serial entrepreneur, Harry Romkema. Harry will describe building a highly successful startup and his exit when the company was acquired. Since then, he has become a prominent social entrepreneur, creating a first-class technology accelerator serving Deventer and the region.

Professor Rainer Harms and NIKOS doctoral researcher Marlies Stuiver will provide us with an introduction to social entrepreneurship and how we can deliver important value while operating as a sustainable enterprise.

Everyone will have a chance to practice the basics of giving a pitch and giving feedback about them to others. Our coaches will share some general guidance on what makes sense about your ideas and where improvements should be considered. We’ll have a fast discussion on how to translate feedback into stronger canvas and pitch versions.

Learning how to interview potential customers and others about our ideas in order to make sure that our business model reflects real world facts and guidance. We’ll learn how to use face-to-face discussions to collect incredibly valuable information and to build useful connections for our companies. The “social media canvas” will be introduced to help us plan how to leverage these services to build our customer relationships exponentially faster than the traditional methods.

MORNING

09:30 Inspiration from a Social Entrepreneur (Harry Romkema)
- What I Wish I Knew When I Started
- Building and managing a company

10:30 Introduction to Social Entrepreneurship (Harms and Stuiver)
- What is Social Entrepreneurship?
- Critical views on the topic
- Global drivers of social entrepreneurship

12:00 Workshop: Pitching and Giving Feedback
- Review of the Elevator Pitch Method
- Review of giving and accepting feedback

AFTERNOON

14:00 Workshop: Pitch Practice
- Three minute pitches by 1 or 2 team members
- Participants give verbal and written feedback

16:00 Refining Your Ideas (no slides)
- How to Use feedback for improving the pitch and canvas
- Break-out Session: Coaching on Demand - teams make improvements to pitch and canvas
**Thursday, Day Four**

We begin by learning about how Lean Entrepreneurship utilizes the Customer Discovery methods to inform the rapid iterations we make to our business models. Or, if necessary, to make major changes in what or how we plan to operate. Menno Both teaches how to use social business for networking and marketing your business. After a brief review of how to do Customer Discovery, our teams will conduct actual interviews during our midday break.

Next, selling for a startup company is a critical responsibility for all employees, even if that isn’t your primary role. We learn some of the essentials for working with potential customers and moving towards making the sale. You’ll spend the rest of the day doing more interviews and using the information from outsiders’ perspectives on how to refine your ideas and communications.

---

**MORNING**

**9.30**  
Customer Discovery Workshop  
- What is Customer Discovery?  
- How to identify and interact with customer types  
- How to plan, hold and document meaningful interviews

**11.00**  
Social Media Canvas (Menno Both)  
- How to strategically use social media  
- Social Media and Customer Discovery – a Powerful Alternative

**12.30**  
Doing Customer Discovery  
- Discussion on the purpose  
- Last guidance on how to do effective interviews

---

**AFTERNOON**

**14.00**  
Selling Workshop  
- Who sells in a startup business?  
- Customer types  
- Tragic mistakes  
- Features vs. benefits  
- Approaching a new market  
- Networking skills  
- Selling tips

**15.00**  
Break-out Session: Using the customer discovery feedback, decide as a team how to adjust model.  
Suggestion: Try doing additional customer discovery at the festival...
Friday, Day Five

An exciting day that continues to take our businesses off the written canvas. We start in the inspiring DesignLab where Joost Brinkman helps us radically improve how we can manage the actual realization of our business ideas into workable, efficient product or service delivery.

We then have full use of the DesignLab to transform our business ideas into design concepts for what our product (also meaning services from now on) looks like.

After lunch, we will be inspired by three growing ventures with social objectives. These entrepreneurs have been invited because they will share our the reality of starting up deviates from the impressions one has when its all conceptual. Welcome to the real world!

Finally, more time to work on your ideas and seek guidance from our coaches.

By the end of today, your pitch and canvas should be “90%” complete. From here, the focus is on adding a few remaining details and using peer feedback to strengthen the content.

MORNING

09.30    Lean Management Workshop (Joost Brinkman)
11.00    Take Your Business off the Canvas @ the DesignLab
         - Use of the DesignLab for brainstorming
         - Create physical prototypes using available materials

AFTERNOON

14.00    Social Entrepreneurship: Inspiring Examples
         - Caroline Smeets of “Cadeaus met een Missie” (Gifts with a Purpose
         - Monica Ramos on UTwente’s PC3 Project
         - The DevCake Team Tells their Lessons Learned

15.30    Coaching on Demand / Work on Pitch and Canvas
Saturday, Day Six

We relax and enjoy the Netherlands in summer. Several activities and excursions are being offered by the festival leaders.

Neil is interested in going to Amsterdam and welcomes the company while noting that he is seeking tech companies and not specialty cafes.
Sunday, Day Seven

Back to work!

We begin with a panel of our coaches who have worked with you and seen your pitching. They will help identify common and specific areas for improving the concepts, pitches and canvas details.

Bram de Vries and Thomas Boerrigter of LEAP Consulting provide insight on one of their most important advisory topics to new companies – how to finance the start up and growth.

Willem Poterman delivers his signature presentation on looking for business concepts in the blue oceans rather than the ones bloodied by too many competitors fighting over yesterday’s businesses.

And then, we get serious. Your last chance before the CuriousU and Starify competitions to try pitching in front of the whole cohort. Afterwards, additional coaching by our experts is available to you.

By midnight, your pitch and canvas should be “100%” complete. Use today’s sessions to expand your thinking about how to create and present your solutions to customers. How can you inject a spark of creativity to make your business model and pitch fascinating to customers, investors and – in the competition, to the judges?

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MORNING

09.30 Coaching Panel on Customer Validation (Harms, Stuiver, Poterman)

10.30 How to Finance Your Start-up (de Vries and Boerrigter)

11.00 Looking for Blue Oceans (Willem Poterman)

12.00 Pitching Warm-ups

AFTERNOON

14.00 Workshop: Pitch Practice

- Three minute pitches by 1 or 2 team members
- Participants give verbal and written feedback

16.00 Coaching on Demand
Monday, Day Eight – CuriousU Competition Day

Our work is finalized by submitting our canvases for judging in the morning and the pitch competition in the afternoon. Celebrations of our individual and team successes are highlights our awards and closing ceremonies before we join the entire summer school at the Goodbye Party.

The Judges

• Professor Rainer Harms (Chairman)

• Professor Isabella Hatak

• Willem Poterman

MORNING

09.30 Final Day Welcomes by Neil Sheridan and Annemarie Ridder

09.45 CuriousU: Coaching on Demand

09.45 Startify: IP and other Legal Matters (Rik van Reekum)

11.00 CuriousU: Submit readable, neat canvas for review

11.00 Starify: I Create Well-being (Ben Kokkeler and Paul Jenkins)

AFTERNOON

14.00 EntrepreneurialU Pitch Contest and Judging

15.30 Awards Ceremony and Team Photographs

20.00 CuriousU Goodbye Party
Tuesday, Day Nine – Startify7 Excursion Day

We begin with Professor Isabella Hatak providing you with guidance on what a career in technology-intensive entrepreneurship will involve. Next, Dr. Hatak will guide you through completion of an assessment tool from which you will be provided a set of insights for your future reference.

In the afternoon, we set out on our excursion to Deventer. Joost Brinkman, who lives in the area will give historical commentary and regional economic development insights on our motorcoach trip. First stop, we will meet the leaders of technology research commercialization for a core member of the Bosch company portfolio, the Dutch company Bosch NEFIT which grew into an important regional success story before its acquisition.

Next, we have the chance to tour Harry Romkema’s technology accelerator center, the Gasfabriek, to learn how it assists early stage ventures grow into successful companies.

We end our day in Deventer enjoying a sunset dinner on the water at the Food Dock, an accelerator that is home to several gourmet food shops, cafes and restaurants located in a wonderfully repurposed agricultural industrial building.

MORNING

09.30 Status Review and Discussion of Your Deliverables
10.00 Career Planning and Success (Isabella Hatak)
11.00 Review and complete Career Assessment and Success Tool

AFTERNOON

14.00 Bus Departs for Company Visit
15.00 Welcome to Bosch NEFIT
   - Arrival Welcome
   - Company presentation
   - Question and answer period (please prepare questions)
15.45 Research and Factory Tour
16.30 Gasfabriek Tour
17.30 Dinner at the Food Dock
20.30 Return to Campus
**Wednesday, Day Ten – Startify Preparation Day**

First, Menno Both describes how using LinkedIn can help startup and growth companies greatly expand the speed of their market penetration at very low cost.

Then, our colleagues from LEAP return to share specific ideas on building your innovation companies and take questions from you.

Our work is finalized by submitting our documents for Startify and for judging.

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**MORNING**

10.40 Workshop: Using LinkedIn for Start-ups (Menno Both)
- Understanding what LinkedIn is and is not
- Examining an effective profile
- Techniques for finding customers

11.30 LEAP Innovation Workshop (Thomas Boerrigter, Simon Zomerdijk)

**AFTERNOON**

14.00 Teams Work on Submissions / Coaching on Demand
- Our coaches will be available to you

17.00 Submit the Following Documents for the Jury:
- Business Concept Description
- Business Model Canvas
- Presentation
- Team Roles and Competencies
- Prototype or Mock-up
**Thursday, Day Ten – Startify Competition Day**

First, Professor Michel Ehrenhard distributes the results of your career and goals assessment with a discussion of their application to your planning. Next, Professor Rainer Harms covers the strategic planning and implications for your growth by building your international network.

Our work is finalized with the pitch competition in the afternoon. Celebrations of our individual and team successes are highlights our awards and closing ceremonies before we celebrate with a Startify7 reception honoring your work and the end of this remarkable European Commission program.

**The Judges**

- Petra DeWeerd-Nederhof (Chairman)
- Harry Romkema
- Simon Zomerdijk
- Tim Markus

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**MORNING**

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<tr>
<th>Time</th>
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<td>09.30</td>
<td>Final Day Welcome by Neil Sheridan</td>
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<tr>
<td>10.00</td>
<td>Career Goals Assessment and Success: Results and Reflections (Michel Ehrenhard)</td>
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<tr>
<td>11.00</td>
<td>Building an International Network (Rainer Harms)</td>
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**AFTERNOON**

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<td>Awards Ceremony and Team Photographs</td>
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<tr>
<td>17.00</td>
<td>Closing Remarks and Farewell Challenge</td>
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<tr>
<td>17.30</td>
<td>Startify7 Sunset Reception</td>
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Part IV

What Comes Next?
You can continue your preparations as a technology innovator by joining one of Twente's strong academic programmes. Our department is Entrepreneurship, Strategy, Innovation and Marketing (ESIM) within the Faculty of Behavioral, Management and Social Sciences (BMS) at Twente.

Each of these options will help you drive your success by preparing you well to lead our changing world, rather than just be impacted by its disruptions. Please reach out to Petra, Isabella, Ray or Michel if you are curious about exploring a position as a Masters or Doctoral candidate with us.

We highlight three MSc options for your consideration below: Two specialized tracks and the option of earning a double degree with our partner, the Technical University of Berlin.

A. Master of Science in Business Administration in Entrepreneurship, Innovation and Strategy

Our MScBA programme now has a formal specialization track called EIS (Entrepreneurship, Innovation and Strategy).

The specialization is designed to help students prosper in the spheres of creating business opportunity and corporate innovation management. They will learn the core essentials of international entrepreneurial management and explore the areas of creativity and opportunity recognition/evaluation and conceptual business models, with a specific emphasis on the high-tech context. Emphasis is on how to implement such complex factors by considering the level of the individual, team, organization, network, ecosystem and
society, thus incorporating responsible business practices.

The ultimate goal of this specialization is to prepare students for leadership and the direction of innovation in all its scope, from the management of corporate innovation systems (new products, services, business models and processes) to the creation of new international business opportunities and models (entrepreneurship).

Dr. Isabella Hatak who you’ve met as one of our expert speakers (and as a Judge!) is the specialization track coordinator and would welcome the opportunity to discuss it with you (i.hatak@utwente.nl).

B. MScBA in Strategic Marketing and Business Information

The business use of information for strategy and marketing is another specialisation with growing importance is directly relevant for our Startify colleagues and anyone interested in innovating the digital economy. Dr. Raymond Loohuis leads this specialization (r.p.a.loohuis@utwente.nl).

This track approaches Strategic Marketing and Business Information from the perspective of international, high-tech business innovation. This specialization prepares students to engage the latest strategies and approaches in the area of marketing, to work effectively with information sources and information technologies in order to make better strategic marketing decisions and use sophisticated analytical practices to respond effectively to business changes.

You will learn to understand, seek and encourage business innovation and strategic change in a world that is becoming increasingly shaped by digitalization and by abundant yet ambiguous information. You will become aware of the intricacies of analysing and managing business information and how to relate such information to effective marketing strategies enabled by the physical and virtual worlds. You will learn to analyse complex business problems and offer recommendations based on a clear analysis of various situations. You will learn to develop a critical and future-driven view of information technologies for organizations and business. In doing so, you will develop the ability to support strategically important business decisions.

In line with the University of Twente’s concept of ‘Research-Design-Organize’, students choosing the track in Strategic Marketing and Business Information will be trained to function as business leaders, acquiring competence in conducting international and multidisciplinary research, in addition to using their abilities to manage both information technologies and marketing to design and organize innovative, value-creating organizations. Many students are interested in studying either Strategic Marketing or Business Information as separate and well-established fields at many institutions throughout the world, although very few, if any, are able to provide full alignment and integration of the two fields within a single programme. By
offering this specialization, our programme provides a unique set of skills that can be a source of career advantage to all of its participants.

**C. Double Diploma Adding MSc in Innovation Management and Entrepreneurship**

A powerful option is to select the double diploma opportunity with the TU Berlin (the Technical University of Berlin), which is coordinated by Dr. Michel Ehrenhard, who spoke to our Startify7 participants on developing innovation business and leadership skills (m.lehrenhard@utwente.nl).

The University of Twente offers a double degree programme in collaboration with the TU Berlin – a university that plays a central role in Berlin’s vibrant start-up scene. Students completing this 120-credit programme receive two Master’s degrees:

- MSc in Business Administration from the University of Twente (60 credits)
- MSc in Innovation Management & Entrepreneurship from the TU Berlin (60 credits)

In the five years of this programme’s existence, it has proven highly successful in terms of the number of applications received, the academic performance of the students in the Master’s programme and the opportunities that students have found on the job market.

This double degree programme takes two years to complete, and it consists of four semesters. At the University of Twente, students are selected primarily according to study progress and motivation. For this reason, selection for this programme takes place during the first semester of the Master’s programme in Business Administration. The second and third semesters are then spent in Berlin. The final semester is dedicated to the Master’s thesis assignment – which can be carried out anywhere in the world – while formally taking place at the University of Twente, with co-supervision by the TU Berlin.
Part V

Rationale for Awarding Academic Credit at Home Universities
A. Rationale for Awarding Academic Credit: EntrepreneurialU

Purpose

This section explains the program to participants’ home university professors and academic administrators who are determining how to grant academic credit. Each participant presenting a certificate by the University of Twente will have completed the requirements of the CuriousU Summer School program and this EntrepreneurialU course track. (You should have received the original version of this text with your completion certificate and paperwork; this is for your reference or to share with your advisors or interested friends.)

Educational Basis

This cohort of the EntrepreneurialU program was one of the featured tracks at the University of Twente’s CuriousU Summer School. This program was designed and organized by Neil Sheridan of SVPI, Dr. Rainer Harms, Annemarie Ridder and Joost Brinkman under the supervision of Professors Aard J. Groen and Petra De Weerd-Nederhof of the University of Twente NIKOS program, which is dedicated to the study and dissemination of research on entrepreneurship, especially with regards to innovative, high-technology companies.

The material in the curriculum was adapted from Neil Sheridan’s work in teaching for-credit university courses in Europe, the United States and Canada and in professional development courses targeting active technology entrepreneurs. In total, over 2,500 undergraduate, graduate and industry researchers have been taught material featured in this program.

SVPI creates and delivers innovation and strategic management programs for corporations, venture capital companies, universities, technology accelerators and conferences. SVPI welcomes inquiries about collaborating on experiential training for innovation leadership, venture investment, commercialization and business strategy across sectors and global regions.

Inquiries regarding the granting of academic credit or about this course may be directed to Neil Sheridan (ns@svpi.com).
Course Overview

This course teaches entrepreneurial management, leadership, communications and project management by applying proven theory to practical applications. The course was adapted by SVPI for the Summer School format by taking into account the aspects of the Twente Educational Model. (Please see sidebar). Innovating a new invention from concept to profitable business is a risky but rewarding undertaking. To succeed, technologists and managers will need to attract and manage colleagues, suppliers, customers, advisors, investors and others. This course is designed to help them understand how to do this. While starting and growing a business is risky, participants learn how to speed their progress and reduce the risks of failure. In this era of innovation, many societies are becoming more aware of the upside of risk and now better tolerate failure as a necessary part of improvement. The course helps future innovators from many different countries and cultures understand how to overcome initial struggles and disappointment to create stronger businesses in their next attempts.

The work for this course helped participants set a clear vision and early plans for a new venture. They began to master creating a comprehensive business design around their innovative concept and learned how to effectively communicate the business and its value to key stakeholders in their success.

Learning Objectives

The program includes entrepreneurial knowledge, project management, communications, and collaboration course elements intended to provide a basis for more effectively creating a successful venture.

The following are key learning objectives:

1. Risks and rewards of managing entrepreneurial ventures
2. Formulating a business model that integrates customer, financial, organizational, and product-market objectives
3. Communicating effectively the critical details about the need for the innovation, approach, benefits, competitive landscape, and financials
4. Understanding sources of new venture funding and choose those most feasible
5. Assessing and using social media options to communicate with customers and other stakeholders
6. Understanding non-financial resources (including founding human resources, intellectual capital, and network resources) for new venture development
7. Preparing to grow the company beyond startup

The TEM (Twente Educational Model; in Dutch: Twents Onderwijsmodel or TOM) is characterized by the integration of project-led education (PLE) and other teaching methods in thematic fulltime study units – i.e. modules. A project is at the centre of each module. By programming the other module components around these projects, an integrated complex is created. Students’ learning needs are primarily driven by the project, in which they can also apply knowledge gained from the other module components. In a module various components are logically clustered around one central subject or theme. Different disciplines can meet within one theme. For example, a realistic assignment given to a group of students may presuppose a certain degree of knowledge from various disciplines. The group then acquires this knowledge as independently as possible, albeit under tutor supervision. (Source: University of Twente)
8. Evaluating international and intercultural differences in entrepreneurial management
9. Learning how to both give and use critical feedback from stakeholders, teammates and advisors

Curriculum Summary
This course involves more than 42 hours of in-class active participation as well as independent reflective study and team collaboration in between sessions. Training material and applied learning exercises are presented in modules which included:

- On Entrepreneurship and Entrepreneurs
- Ideation – The Process of Creating Valuable Innovations
- Technology Commercialization
- Communicating Effectively, Giving Feedback and Being “Coachable”
- Building a Successful Team
- Using the “Business Model Canvas” Planning Method
- Introduction to Venture Finance
- Using Customer Discovery to Refine Innovation Ideas
- Social Media Strategy for Startups
- Strategy and Marketing at Entrepreneurial Corporations
- Selling Theory and Skills
- Designing Products and Solutions
- Financial Considerations in New Product Development Decision-making
- “Lean Management” Workshop
- “Creativity in Business”
- Challenges of Being an Entrepreneur
- Role Model Entrepreneurs (with visits to or by six active companies)
• Mental and Physical Health: Staying Energized While Building the Company

• Looking for “Blue Oceans”

Assessment and Assurance of Learning Achievement

This learning-centered course includes traditional assessment, active learning methods as well as a competition judged by international entrepreneurship and industry experts. Traditional assessment involved the following:

1. Verbal quizzes of key concepts

2. Written demonstration of learning by producing iteratively-refined value propositions, customer segments, sales channels, revenues, costs, resources, partnerships and business activities.

3. Individual presentations to the other class members

Active learning methods were adapted from work done at the University of Windsor’s Center for Teaching and Learning. These “learner-centered” methods engage the student in co-creating the final course content and applying the material immediately.

1. Building a case for recruiting new members to their team

2. Demonstrating understanding for key educational points by commenting through constructive peer feedback on the work of their colleagues

3. Developing team deliverables by sharing responsibility for individual contributions leveraging their newly-acquired knowledge

4. Engaging in kinesthetic, auditory and visual teaching experiences such as practicing their pitch before an audience in a 1,000 person auditorium

5. Working through conflict and achieving consensus

6. Assimilating and resolving conflicting advice and information

Finally, all students were engaged in preparing written submissions and an on-stage pitch to a panel of investors, entrepreneurial experts and industry leaders. This pitch was assessed according to the value of the content, impact of the delivery and strength of innovation idea.

Opportunities for Advanced Learning and Application

After our program, participants are encouraged to take advantage of what they have learned at Twente by:

• Continuing to refine their initial business concept based on discussions with advisors, potential customers and the teammates they met here
• Pursue opportunities to expand their entrepreneurial networks

• Strongly consider studying more about innovation entrepreneurship whether they have a technical, scientific, or managerial career interest

• Identifying and visiting facilities at the their home university or in their region such as technology incubators, startup accelerators, venture investment funds, co-working spaces, university technology transfer offices and other resources.

• Connecting and communicating with each other through LinkedIn and other social media tools.
B. Rationale for Awarding Academic Credit: Startify7

Purpose
This section explains the program to participants’ home university professors and academic administrators who are determining how to grant academic credit. Each participant presenting a certificate by the University of Twente will have completed the requirements of the Startify7 Summer School program and this course track.

Educational Basis
This was the inaugural (first) cohort of the Startify7 Entrepreneurial Program for IT-enabled social enterprise creation. This program was designed and organized by Neil Sheridan of SVPI, Dr. Rainer Harms, Annemarie Ridder and Joost Brinkman under the supervision of Professors Aard J. Groen and Petra De Weerd-Nederhof, Directors of the University of Twente NIKOS program, which is dedicated to the study and dissemination of research on entrepreneurship, especially with regards to innovative, high-technology companies.

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Curriculum Summary

This course involves more than 63 hours of in-class active participation as well as independent reflective study and team collaboration in between sessions. Training material and applied learning exercises are presented in modules which included:

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2. Ideation – The Process of Creating Valuable Innovations
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19. The Entrepreneurial Career
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• Connecting and communicating with each other through LinkedIn and other social media tools.
Part VI

Faculty and Guest Credentials
Professor Petra DeWeerd-Nederhof, PhD

Chair of Organization Studies and Innovation

Department Head of Entrepreneurship, Strategy, Innovation, International Management and Marketing (ESIM) and NIKOS

Programme Director, MSc and BSc (International) Business Administration

Academic Advisor, Twente Graduate School

Prof. dr ir. Petra C. de Weerd-Nederhof holds the chair of Organization Studies and Innovation and combines this with the function of Department Head of NIKOS (UT’s department of Entrepreneurship, Strategy, Innovation, International Management and Marketing). She is also programme director of the BSc and MSc programmes of (International) Business Administration. Her current research and teaching is focused on organizational aspects of innovation management.

Petra is a co-founder and past Vice Dean of UT’s Twente Graduate School, where she currently still serves as academic advisor, leading among others the master excellence track Research Honours which prepares Masters students for a research career (PhD) and is linked with the TGS Award Bridging Fund.

In addition to her positions at the University of Twente, De Weerd-Nederhof is a Board member of the renowned EIASM (http://www.eiasm.org) Innovation and Product Development Management Conference, past editor-in-chief (2003-2015) and current senior advisor of the academic journal Creativity and Innovation Management. Petra is also a member of the Editorial Board of the new academic double blind-review research journal, CERN IdeaSquare Journal of Experimental Innovation.

In the Netherlands, she is member of the Scientific Advisory Board of the Royal Netherlands Defense Academy and of the supervisory board (commissaris) of Woningcorporatie De Woonplaats. She is invited to be a Keynote speaker at the Symposium on Learning and Innovation in Resilient Systems, 23-24 March 2017, Heerlen, The Netherlands.

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Professor Aard Groen, PhD

Dean of Entrepreneurship, University of Groningen

Professor of Innovation Entrepreneurship, University of Twente

Founder, VentureLab

Scientific Director, NIKOS Centre for Innovation & Entrepreneurship, University of Twente

Professor of Entrepreneurship & Commercialization, University of Groningen

Dr. Aard Groen is a global leader in designing successful technology entrepreneurship accelerators and university entrepreneurship education programs. His research focuses on entrepreneurship by ventures across a range of advanced technology sectors. His keynotes on university-industry collaboration, technology commercialization, key competencies for innovation, and leveraging networks for business development are featured presentations at international conferences and symposia.

Professor Groen teaches on innovation, entrepreneurship, marketing and business development.

Dr. Groen founded and is the Director of NIKOS, the technology entrepreneurship research group in the department of Business Administration at the School of Management and Governance, University of Twente, the Netherlands. NIKOS is the first such academic center for entrepreneurship in the Netherlands and incorporates research, education, entrepreneurial support (business development) and consultancy/training.

Dr. Groen created and leads VentureLab International, a technology start-up accelerator which has generated 250 university spin-out companies and 2,000 jobs since 2009. VentureLab is also a model and collaboration partner for programs in Europe and Asia. The program serves as a “living lab” for teaching and researching about entrepreneurship. For example, Dr. Groen’s team designed the “Competencies for Innovations” based on their work with start-up companies and corporates. This project engages with small to very large firms in energy, steel, microelectronics, ICT, and healthcare to understand how to enhance training and support of key skills development for innovation teams’ members. He is an associate editor of Technovation, the International Journal of Technological Innovation, Entrepreneurship and Technology Management.

Dr. Groen has written extensively on developing start-up and enterprise-scale businesses by leveraging industrial and international networks. His papers have been published in the Journal of Management, International Journal of Small Business, Creativity and Innovation Management. (For his publications, please refer to Google Scholar: http://bit.ly/1jhj5lq). Dr. Groen has led multiple EU projects and is presently an advisor to the board of Eurodev, which facilitates
international business development and M&A activity. He is an advisor to the European Institute of Technology’s Information and Communications Technology Labs (EIT-ICTlabs) network serving companies including Siemens, Deutsche Telekom, Philips, Nokia, Ericsson and others.

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Neil Sheridan, MS, MBA

**Author and Program Designer, EntrepreneurialU**

**Entrepreneur**

**Board of Directors, Small Business Association of Michigan**

**Director, PINE Project (Prioritized Interests and Needs of Entrepreneurs)**

**Doctoral Researcher, NIKOS**

**Strategy Facilitator and Organizational Development Advisor**

Neil Sheridan is CEO of SVPI, an advisory and management services corporation based in Michigan and active internationally. Neil has extensive leadership experience as an executive, board member and consultant for manufacturing, banking, securities, insurance, energy, higher education, healthcare, government and non-profit organizations. He has worked with Mercedes Benz, Siemens, Samsung, and automotive suppliers on strategy and management projects. Neil has helped found and develop several large operating foundations with multi-million dollar programs.

The United States Secretary of Commerce appointed him in 2013 to the Michigan District Export Council, which helps Midwest companies grow their international sales. He is a member of both the national and Michigan Society of Association Executives, for which he organized and led 30 Michigan CEOs through an innovation strategy program. Neil is also a vetted member of the C.S. Mott Foundation’s B.E.S.T. Project, which provides strategy and operations expertise to growing non-profit organizations.

For the Small Business Association of Michigan, Neil serves on the Board of Directors, on the Leadership Council and chairs the Entrepreneurship Task Force. On a national level, Neil has reviewed R&D funding proposals for the National Science Foundation, including for energy, biomedical, new materials and automotive technologies. Neil has taught MBA and undergraduate business students on international business, management and marketing at Kettering University (formerly General Motors Institute), the University of Michigan, the University of Windsor (Canada), and the University of Groningen (Netherlands). This is his second year facilitating the EntrepreneurialU program which he co-founded in 2015 with Annemarie Ridder and Joost Brinkman.

Neil has worked with hundreds of companies on marketing, financial management, team recruitment, selling and funding issues. Neil is an expert facilitator and has helped create successful organizational development or turnaround strategies by fostering effective communications and consensus among leaders, board members and professionals.

He earned an MBA in Finance at New York University, a Master of Science degree in Information Technology at Kettering, and a
Bachelor degree in International Affairs at Drew University. He is a researcher with NIKOS, the Netherlands technology innovation institute at the University of Twente. Neil is a dual US - EU citizen (Ireland) and is conversationally fluent in German.

SVPI, LLC is an advisory and management services corporation organized in Michigan and active internationally. SVPI assists corporations, mid-market companies and large non-profit clients with strategy, valuation, performance and innovation initiatives. We actively contribute pro bono service to governments, associations, educational institutions and others as part our commitment to job creation, workforce development and economic growth.

Strategy and change, service innovation, organizational development and commercialization programs are core competencies. SVPI professionals can serve in transitional leadership during strategic initiatives, rapid growth periods or to help bridge during executive change situations.

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**Associate Professor Rainer Harms, PD Dr.**

**Associate Professor Technology Entrepreneurship, University of Twente**

**Visiting Professor of Innovation Management at St. Petersburg State Polytechnic University**

PD Dr. Rainer Harms is a leading academic in the field of entrepreneurship. His expertise spans research, curriculum design, teaching, and business support. Rainer teaches entrepreneurship, also with a specialization on international entrepreneurship and technology entrepreneurship. He has been teaching at 10 different schools in 8 countries and was recently invited as professor for Professor Innovation Management at St. Petersburg State Polytechnic University.

He has collaborated with more than 100 companies in research and thesis projects. Rainer is the EIT ICT-Labs contact person for entrepreneurship at UTwente and is currently involved in a MOOC-project with the 4 technical universities of the Netherlands (4TU).

Rainer has published on entrepreneurship, innovation, and business development. His papers have been published in journals such as Organizational Research Methods, Technological Forecasting and Social Change, Technovation, Journal of Business Ethics, and others.

For his publications, please see Google Scholar at [Google Scholar](https://scholar.google.com/citations?user=fUzLhosAAAAJ&hl=de) and Research Gate at [ResearchGate](https://www.researchgate.net/profile/Rainer_Harms).

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Associate Professor Isabella Hatak, PhD

Associate Professor of Strategic Entrepreneurship, University of Twente

Organizational Consultant

Systemic Coach

Dr. Isabella Hatak is Associate Professor of Strategic Entrepreneurship at NIKOS, University of Twente. She holds a postdoctoral qualification (venia legend, Priv.Do.z.) and a Ph.D. from the WU Vienna University of Economics and Business as well as a MSc in coaching and organizational development and a MA in international business studies.

Isabella’s research focuses on the value-creating interplay of opportunity-seeking and advantage-seeking behaviors in the course of creating a new organization (e.g. mature entrepreneurship, entrepreneurial stress/burn-out) and within existing organizations (e.g., management innovation, trust-based interorganizational cooperation, entrepreneurial behavior in academia). The behavior of the individual entrepreneur and the influences upon that behavior are clearly at the heart of her research along the entrepreneurship process. Isabella has published several contributions to peer-reviewed journals (e.g. Journal of Business Venturing, Journal of Business Ethics, Family Business Review, Technological Forecasting & Social Change, Journal of Managerial Psychology, Journal of Economic Psychology).

For her research, she received several awards such as the JSBM Editor’s Choice Award, ICSB Best Paper Award, COMS Best Paper Award, WU Top-Journal Awards, and the Dr. Maria-Schaumayer-Prize. Moreover, Isabella is an academically certified systemic coach, HR developer and organizational consultant.

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Assistant Professor Michel Ehrenhard, PhD

Assistant Professor of Entrepreneurial Leadership, University of Twente

Visiting Professor at the Leadership Center of the University of Texas at Dallas

Affiliated Research Fellow, Carlson School of Management, University of Minnesota

Dr. Michel Ehrenhard holds a PhD in Business Administration (Organization Theory / Organizational Behavior) from the University of Twente, for which he received the 2010 Best Dissertation Award of the Public and Nonprofit division of the Academy of Management – the oldest and largest scholarly management association in the world. Previously, he obtained an MSc in Public Administration from the University of Twente and completed the Dr. Hendrik Muller honors program of the Social Scientific Council, Royal Netherlands Academy of Arts and Sciences (KNAW).

In 2016, he obtained an executive education certificate in Leadership from IMD, Switzerland – ranked first in open programs worldwide by the Financial Times. Currently, he is chairing the Institute Council of the university’s IGS research institute. Furthermore, he coordinates the double degree program in Innovation and Entrepreneurship jointly offered by the Technische Universität Berlin and the University of Twente. Previously, he chaired the Faculty Council of the School of Management and Governance and also the Program Committee of the BSc and MSc in (International) Business Administration. For the Master of Business Administration at the University of Twente, he coordinated the Entrepreneurship, Innovation and Strategy profile.

Since 2011, Michel is a visiting professor at the Leadership Center of the University of Texas at Dallas; and since his sabbatical in 2015, is an affiliated research fellow at the SME department of the Carlson School of Management, University of Minnesota. His research was published in various outlets including Technological Forecasting & Social Change, Social Science & Medicine, Government Information Quarterly, Human Resources for Health, and the Journal of Organizational Change Management. He primarily teaches in the BSc in Advanced Technology, the MSc in Business Administration and the Executive Master in Risk Management.

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Assistant Professor Kasia Zalewska-Kurek, PhD

Assistant Professor of Strategic Management, University of Twente

Dr. Kasia Zalewska-Kurek is a researcher at NIKOS and teaches strategic management for bachelor and master students. She holds a master degree in sociology from the University of Wroclaw, Poland. In 2004, she started her PhD research in sociology of science at the University of Twente. In 2008, she defended her dissertation entitled “Strategies in the Production and Dissemination of Knowledge.” This PhD research focused on the organisation and management of scientific research and answered the question about conditions serving researchers in the process of production of knowledge.

Current research areas include studying and writing about the areas of research management, university management, production and transfer of scientific knowledge, collaboration between scientists, and between science and society. She is also doing research on the development of strategies and business models by university spin-offs, with a focus on the role of stakeholders (in particular, customers) in finding product-market fit.

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Assistant Professor Raymond Loohuis, PhD

Assistant Professor of Business Marketing and Strategy, University of Twente

Researcher, Business Dynamics and Networks

Academic Journal Reviewer

Dr. Raymond Loohuis is an assistant professor at the University of Twente (NIKOS – the Netherlands Institute for Knowledge Intensive Entrepreneurship). His teaching areas are Business Marketing and Strategy. He holds a Ph.D. degree in business administration and a MBA obtained at the TSM business School in the Netherlands. His research is focusing on adapting dynamics business relationships and networks.

Before his academic career, Raymond worked in the European steel, automotive and aviation industry as a business marketer where he obtained professional skills that are of great value for teaching and research purposes.

Raymond is a frequent reviewer of Industrial Marketing Management Journal and a member of EGOS (European Group of Organisation Studies)

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Joost Brinkman, MSc

Founding Member, EntrepreneurialU Project Team

Lecturer, University of Twente

Startify7 Project Team and European Team Liaison

Consultant to SMEs

Published Researcher

Joost Brinkman is a lecturer and consultant. He holds a Master degree in technical business administration (chemical process engineering) from the University of Twente.

As a lecturer, Joost has a full-time position at the University of Twente. His expertise is entrepreneurship, lean management, human capital development and business administration.

As a consultant, Joost supports startups, large and medium-sized organizations in continuous improvement of business administration practices and methods.

As a researcher, Joost has published internationally in Human Resource Development International and the Journal of Applied Management and Entrepreneurship.

Joost’s Golden Circle (as created by Simon Sinek) has the following element:

- **Why (motivation):** I believe that authenticity contributes to a happier life as a human being, in which I believe in the strength and energy of every individual.

- **How (process):** I am an energetic catalyst in which I am loyal and work / think from the customer perspective, human capital and about organizational well-being.

- **What (product):** Among other things, I apply leadership through coaching in which I bundle human compassion that leads to a positive contribution to the society, the organization and myself. Reconciliation, continuous improvement (flow by lean / six sigma) and better talent management leads to a balance between disciplines and processes. Result: higher labor satisfaction and better organizational results.

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Annemarie Ridder, MSc

Projects and Programs Coordinator, Department of Entrepreneurship, Strategy, Innovation, International Management and Marketing

Founding Member, EntrepreneurialU Project Team

Annemarie Ridder helped create the EntrepreneurialU program in 2015. Annemarie led the scheduling of the combined 2016 EntrepreneurialU and Startify7 programs and recruited many of the speakers and coaches through the NIKOS network.

Annemarie has worked at the University of Twente - NIKOS (Netherlands Institute for Knowledge-intensive Entrepreneurship) since 1998. Presently she coordinates the Business Skills course programme, as part of the International Business Administration Bachelor. She also has communication, PR and recruitment tasks, mainly for the NIKOS valorisation activities and projects. She worked in a number of European Projects, the most recent one being Startify7 Summer Academy. For 10 years she was a board member of the Association of Entrepreneurs at the Business & Science Park (now Kennispark Twente), in charge of communication. Before joining the University of Twente she worked both in the private and public domain.

Annemarie holds a MSc. Degree in Applied Communication Sciences from the University of Twente and a BA Degree in International Marketing from the University of Applied Sciences “Hoogeschool Utrecht”. She also earned the Certificate of the Professional Development course “Integral project management” from TSM Business School.

“My professional and life experience gave me a lot to be thankful for. For example, the insight that I am better at seeing chances to make a contribution to a project, than at formulating hard career goals for myself. Fortunately, today it is fully accepted that not all people flourish by following a strategy to get from a to b. Some, like me, follow a winding road and that connects an a and a b just as well. For me there is still a world to learn and enjoy. It makes me happy to work in a small, diverse team, where I can “blend in” and make a difference. All people bring their own flavor to the table. My life goal is to keep seeing open doors and beckoning prospects. A few simple principles will help me. I believe in dedication, showing gratitude, and an open eye for change.”

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Menno Both, MSc.

Entrepreneur / Founder Both Social

Involved EU Projects: OpenGovEU, FYGO

Menno Both is a former student of the University of Twente and a former participant of the VentureLab program.

In 2010, he started Both Social which is a social media agency to help companies get maximum results out of their social media budget.

Both Social is working with SME companies, but also with Dutch companies that are listed on the Dutch Stock Exchange. Together with the University of Twente, Both Social developed the social media canvas. With the help of this canvas, companies are able to maximize their social media strategy.

Both Social supports companies’ strategy development, provides hands social media management workshops, advertisement preparation and content marketing consulting. Both Social works to educate their clients, so they will become self-supporting.

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Willem Poterman

Entrepreneur
Expert Business Executive
Interim Manager and Business Coach
Startup Advisory Board Member

Willem Poterman is a seasoned business executive who applies cross-industry experiences to help startup businesses plan and achieve growth objectives. Serving as a “sparring partner” to challenge the assumptions and plans of small and medium-sized enterprises, Poterman then coaches them on strengthening their strategy and execution.

The “Verbeterman” founded Alteration BV in 2004 to deliver corporate-quality consulting to growing companies. He is recognized as a senior business executive able to operate at the strategic, tactical and operational levels of management. He has all-round marketer qualifications built on work in technology marketing, business development and business innovation. Poterman serves his business network, which covers Europe, the Middle East and the United States, as a pragmatic and results oriented interim manager and business coach.

Poterman held various senior business development and marketing positions in manufacturing, industrial automation, bio-medical, publishing and ICT at Continental Can, Cordis Europe, Kluwer Publishing, Toshiba Europe GmbH (Germany) and Apple Inc. (Paris and Cupertino).

His academic qualifications include earning an MBA at the TSM Business School, studying marketing and sales management at the London Business School, and completing a two year post graduate program in Computer Architectures and Languages at the University of Eindhoven.

Poterman is an active coach and trainer for the VentureLab programs at the University of Twente and at the University of Groningen. He is also a professional speaker for various organizations, conference and events. He presently serves as a member of the customer advisory board of Sifteo.

In addition to his work helping other startups and SMEs, Poterman launched his own latest entrepreneurial venture, SmallTechSupplies, in 2014.

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Simon Zomerdijk

Managing Consultant, LEAP - The Innovation Agency

Simon Zomerdijk is a passionate, creative and result-oriented managing consultant at Leap. The Innovation Agency where he advises and supports companies in getting funding for their business ideas. His main focus areas are High Tech, IT and Embedded Systems with subsidy programs on regional, national and European level.

As part of a multi-disciplinary team at LEAP, Simon’s specialties include funding, subsidies, tax incentives, innovation, opportunities recognition, creativity, entrepreneurship, narrowcasting, and marketing.

LEAP works with innovation entrepreneurs and R&D managers within established organizations. Simon and his team will help evaluate the technology, its applications and likely funding sources from public and private sources. As experts in grants and other funding possibilities, Simon guides his clients through the often complex application processes and the administrative reporting requirements for funded initiatives.

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Bram deVries

Managing Consultant, LEAP - The Innovation Agency

Bram de Vries is a former student Public Administration & Public Policy of the University of Twente, with a Masters degree in European Studies. His Master Thesis at the Dutch Ministry of Finance focused on financial management of European Subsidies in The Netherlands and the framework he suggested has been implemented.

Following his thesis, he worked at the Dutch Ministry of Agriculture, Nature and Food Quality where he was responsible for the coordination of European Structural Funds and project team member of an OECD-review of the Dutch countryside. Following the ambition to become involved in business development, he worked a number of years for a Rotterdam-based consultancy firm where he was responsible for the setting up and implementation of a number of investment projects in Suriname, Tanzania, Kenya, Sudan and Ethiopia across various industries. He organized a number of trade missions from and to East-Africa as well.

Since the last five years he has worked at Leap, an innovation consultancy firm specialized in funding and business innovation for innovative companies. As Managing Consultant, he is responsible for the Leap office based in Enschede.

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Thomas Boerrigter

Senior Consultant, LEAP - The Innovation Agency

Thomas Boerrigter is an experienced consultant with a broad perspective that enables his enthusiastic, creative and tenacious search for opportunities for his clients. In recent years, he has advised many organizations and assisted in hundreds of applications for grant & loans and obtaining tax advantages (wage and income tax). Sectors he served include construction companies, agricultural companies, IT companies, municipalities and educational institutions.

Thomas has also been regularly involved in international collaboration such as matchmaking and writing proposals for countries such as Albania, Nigeria, Macedonia, Bolivia and Bosnia & Herzegovina.

Within LEAP, he is active in growing the agency’s organization and mentoring the (junior) consultants. Since 2013, he has specialized himself in helping companies in the technology industry and ICT who (want to) invest and innovate in Big Data, Smart Industry, Sensors, Healthy Aging, Smart Farming, Traceability, Robot Technology, and the Internet of Things among others. Company sizes range from startups to stock exchange listed companies.

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Part VII

Session Slides
01 Welcome and Orientation

by the CuriousU / Startify7 Teaching, Coaching and Program Teams
Intro Agenda

1. Welcome Greetings
2. Welcome by Neil Sheridan
3. Program Overview
4. Faculty, Coaches, Judges and Speakers
5. Logistics and Practical Matters
6. Self-Introductions
Key Purposes

✓ Prepare you to do well this week
✓ Confidence, a clear business model and an effective pitch
✓ Speed your future business model evaluation, refinement and launch
✓ Show you what is possible at Twente

Program Overview

• Introduces knowledge and skills needed for technology start-ups
• Encourages selection of good ideas for forming teams
• Encourages good team work and task sharing
• Develops skills for solid strategy and clear communications
• Coaches you on business idea, teaming, advanced topics, and communications
• Provides a contest to let you prove your achievements
Your Startify & EntrepreneurialU Team

• Professor Petra deWeerd-Nederhof, NIKOS / Department Head
• Professor Aard Groen, NIKOS / Scientific Director
• Professor Rainer Harms, NIKOS / International Entrepreneurship Research Group Coordinator
• Annemarie Ridder, Project Manager
• Joost Brinkman, Trainer / Coach / Project Administrator
• Neil Sheridan, Program Design and Facilitator

Your Startify & EntrepreneurialU Team

• Coaches
• Expert Entrepreneurs
• Judges
Coaches / Faculty / Judges

Aard Groen       Petra deWeerd       Rainer Harms
Michel Ehrenhard  Guido Bruinsma     Willem Poterman
Joost Brinkman    Lennart de Haan     Rik van Reekum
Menno Both        Pim Wischhoff      Annemarie Ridder
Thomas Boerrigter Marlies Stuiver     Neil Sheridan
Simon Zomerdijk   Kasia Zalewska     Gerjan Lennips
Bram de Vries     Irene Weerkamp     Harry Romkema
Claudi van der Vegt Isabella Hatak

Guest Speakers

• DesignLab Faculty
• Guido Bruinsma, “Serious Gaming” Faculty

And more...
A Word on Language

Thank you for being able to teach this to you in English.

I admire and understand that you will work harder to learn and to pitch if English is not your first language.

If you have questions or want some assistance, please let me or our team know – we are happy to help.

Logistics and Practical Matters

- We meet here in this building most of this week
- Your company’s “office” will be in the open spaces nearby. You may also go outside to meet and work.
- You should also meet at lunch and after class at the tent or anywhere you wish.
- Please be at least 5 minutes EARLY for our sessions, ready to go.
Let’s Get to Know Each Other

Neil Sheridan

- CEO, SVPI LLC
- Researcher at NIKOS
- MS IT (GMI) / MBA Finance (NYU)
- Instructor / Reviewer, US National Science Foundation
- US Department of Commerce export program volunteer
- Taught / coached thousands of entrepreneurs and executives

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Google me for LinkedIn
Coaches’ Self-Introductions

- Coaches
  - NAME
  - AFFILIATION
  - TECH INTERESTS AND COACHING FOCUS AREAS

Meet a Participant Next to You

- Name / Country
- Current role (student, researcher, ...)
- What is your discipline (biology, mechanical, design, management, etc.)
- What (if you have one) is your project or company?
- Product or solution
- Stage of development (how far from selling it?)
- Looking to join a team or get people to join yours?
Introduce Them

- Name / Country
- Current role (student, researcher, …)
- What is their discipline (biology, mechanical, design, management, etc.)
- What is their project or company?
  - Product or solution
  - Stage of development (how far from selling it?)
- Looking to join a team or get people to join theirs?

Questions?

- About the Course and Content -> Neil
- About Practical Matters of the Course -> Annemarie and Joost
- About the Festival -> CuriousU Team (at the Tent)
02 Entrepreneurs and Entrepreneurship

by Neil Sheridan
Agenda

1. Who Is an Entrepreneur?
2. What Does She Do?
3. Different Types of Entrepreneurial Activity
4. Commercialization of Technologies
5. Tools Entrepreneurs Use
What is an “Entrepreneur”?

✔ What’s the Dutch word for Entrepreneur?
✔ Or, similar in German?
✔ In English, an undertaker...
✔ Is it similar in your language?

What Does She Do? (Version A)

✔ Identifies a need in society or business.
✔ Thinks and plans the resources (next) needed to address the need.
✔ Seeks them out.
✔ Puts them to use effectively.
✔ Meets the need. Obtains a return on resources.
✔ ( Likely) repeats the process.
What Does She Do? (Version B)

✓ Thinks about the resources she has OR has easy access to.
✓ Thinks about different products or services she could offer with her resources.
✓ Puts the resources to use effectively.
✓ Obtains a return on resources.
✓ (Likely) repeats the process.

Which Version is Correct?
Let’s List Some Types of Entrepreneurial Activity

- High-tech vs. “Low-tech”
- Lifestyle vs. Growth
- Small Business vs. Corporate E-ship
- Family Businesses
- Franchises
- For-profit vs. Social Ventures*

* You need to be in the black to be green.

Consider the Wheel

- Before the wheel, life was a drag.
- Value was clear.
- Required luck, tools and skill to create.
- Materials perfected over time: Stone, wood, steel, steel/rubber, aluminum, “rubber”, composites
Entrepreneurship

Commercializing the Wheel

✓ Did the “inventor” need to know how to make it?
✓ Or, all of the possible uses and variants?
✓ Did production stay with one “company”?
✓ Was it useful to not have a permanent, global patent?

Commercialization

✓ A focus of our course is the creation, adaptation, combination of technologies
✓ To create marketable products and services
✓ At a sustainable profit to allow firm growth, extension and improvement
What are Some Technologies You Work With?

- Life sciences / Med tech
- Materials
- Software
- Processes
- Services

What Skills Do We Have?

- Scientific / Technical
- Managerial / Social
- Artistic / Creative
What Tools Do Entrepreneurs Use?

- Technical / Production
- Social
- Managerial...

What Kind of Managerial Tools Are Needed?

- Communicating
- Collaborating
- Strategic Planning
- Operating
- Financial (and Resource) Management
Checklist

1. Who Is an Entrepreneur?
2. What Does She Do?
3. Different Types of Entrepreneurial Activity
4. Commercialization of Technologies
5. Tools Entrepreneurs Use
03 Ideation and Communicating Your Ideas

by Neil Sheridan
Purposes

1. Rapidly move from problem to solution
2. Learn a way to effectively pitch
3. Think about what to do or not do when pitching
Ideation

IMAGINING WORKABLE, MARKETABLE SOLUTIONS TO REAL PROBLEMS

IDEATION / PITCHING

Credit: Clem Rutter, Rochester, Kent

Ideation: From Problem to Solution

1. What are the “wicked problems”?  
2. Technology(ies) available (or in near-term development) that can be applied?  
3. How can a business be formed to offer a marketable solution to customers who will pay for it? (Use BMC.)
Exercise: Ideation

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<tr>
<th>Problems</th>
<th>Tech</th>
<th>Business Model?</th>
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The Elevator Pitch

Tight and Persuasive Verbal Communications That Leave the Listeners Wanting More

Credit: Microsoft
Three Victims (30 Seconds Each)

1. Introduce yourself
2. Why taking program
3. Tell us about your Business Idea
   **Don’t disclose the “Secret Sauce”** or other important unprotected intellectual property: Great name, slogan, etc.

Was That Effective?

Randomness - each speaker was different
Difficult to compare relative values of the ideas
- We didn’t ask for specific, helpful information
- Some people are more comfortable in public speaking
- Some messages were not listener-oriented (what the listener wants to know vs. what you want to say)
- What else?
Elevator Pitch Practice

WHO’S FEELING BRAVE?

IDEATION / PITCHING

Elements

- Strong opening (a Punch in the Nose, or PIN)
- Need
- Approach
- Benefits at the given cost
- Competition (and why yours is superior)
- Financials (amount needed, use and returning how much by when)
- Close with “The Ask”
Exercise: Posture

1. Hair → Spinal alignment
2. Loosen shoulders
3. Purposeful gestures
4. Make 20 seconds of eye contact
5. “Dress to impress” or “Jobs t-shirt”

Pay Attention to Time

1. Practice with a timer
2. Be able to skip excess content and finish with a strong “Ask”
3. Ignore the Dragon’s timekeeper at your peril.

Credit: Fellows (auctioneers)
What Make a Pitch Have Impact?

• What do you think? What works when you hear it (in advertising, in political speeches, in social settings...)

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Power of Silence

• The “pregnant pause” waits a moment longer than people expect it to last

➤ *Helps to regain attention of the listener*

Use Facts and Specific Numbers

• Confidently state what is true and use statistics, cost, price, profitability, growth rates, etc. to provide evidence

➤ *Increases credibility and provides data some listeners expect to hear from you*
Speak with “Gravitas”

- Use a lower tone of voice, speak slower (but not boring or “dumb”) and project that you are a trustworthy expert

  ➢ Shows confidence and competence

Move with Intent

- Use hand gestures and walk around with strength and slower than may feel normal

  ➢ Shows confidence and power
(Carefully) Use Examples

- Will audience benefit in understanding if you compare it to something MOST know WELL (don’t be trite; avoid “it is like”)

  ➢ *Speeds up understanding; ensure more people will comprehend*

Customize the Pitch to the Listener(s)

- If recruiting someone, add in how it is to work with your team and how they will benefit
- If investment, how will you use the money...

  ➢ *Provides reasons that answer “why am I listening to this person speak?” and increases probability that they will want to meet to hear more.*
Less is More

- Purpose is to get an invitation to discuss more; don’t jam too much info into this first contact

- Leave them wanting more rather than leaving them exhausted and confused.

A Volunteer?

- Strong opening (a Punch in the Nose, or PIN)
- Need
- Approach
- Benefits at the given cost
- Competition (and why yours is superior)
- Financials (amount needed, use and returning how much by when)
- Close with “The Ask”
APPLAUSE!

Neil’s Sample Pitch
<table>
<thead>
<tr>
<th>Element</th>
<th>Key Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>PiN</td>
<td>Relatable (we all know men or are men) Delivers some drama / is provocative (in a good way)</td>
</tr>
<tr>
<td>Need</td>
<td>Accurate (95%), low-cost (50 cent), simple, done at home or in developing countries</td>
</tr>
<tr>
<td>Approach</td>
<td>Easy urine sample onto “lab on a chip”; send in or use EUR 1500 clinic analysis tool.</td>
</tr>
<tr>
<td>Benefits</td>
<td>Increase screening rates; earlier intervention; reduced screening costs.</td>
</tr>
<tr>
<td>Competition</td>
<td>Current uncomfortable, expensive doctor manipulation</td>
</tr>
<tr>
<td>Financials</td>
<td>How much? How used? When returned?</td>
</tr>
<tr>
<td>The Ask</td>
<td></td>
</tr>
</tbody>
</table>

**DON’T**
Be Nervous

“butterflies in your stomach” is good

• If you are not (yet) confident, “fake it until you make it”

➢ This is true of the delivery not the idea. What would you think of a trembling, stuttering, sweating speaker?

Grovel

• Don’t act like you are being very humble, that you know that you don’t deserve their attention, that you’re not worthy.

➢ This fake humility is a turn-off and reduces your competitiveness.
“Wing It”

• Don’t try to write it / improve it as you deliver it. Think, plan and practice it.

➢ You will run over time, ramble, miss key points, and appear to be taking advantage of your listeners
Hey, they’re screwed!

Hey, I’m in a movie with John Wayne!

Hey, they need a better airplane.

Make Stuff Up

- Investors and other experts have highly accurate “B.S.” detectors

➢ *Immediately lose credibility and their interest*
Use More Arm / Hand Gestures than a Helicopter

• Very distracting

➤ Listener starts watching instead of thinking

Try to Memorize It “Verbatim”

• High risk of forgetting or making it robotic

➤ Listener perceives it as a performance instead of as a discussion with you
Ask Them to Change the World (with You)

- Very out-moded. Replaces a call to action based on facts with a pathetic emotional play.
  - Listener thinks you’re a dreamer not a doer.

Speak Very, Very Quickly

- You may think it shows passion or energy
  - Instead, shows inability to edit down to the most important information
Do Your Pitch as Duet without...

- Perfect, Precise and Smooth Hand-offs

- Practice it over and over. When done well, very effective. More often is not.

Checklist

- Rapidly move from problem to solution
- Learn a way to effectively pitch
- Think about what to do or not do
04A Teaming

by Neil Sheridan
Purposes

1. How to fill gaps on your team
2. How to evaluate and select a team
3. Working as a team to win
Start with “Who”

“They start by getting the right people on the bus, the wrong people off the bus, and the right people in the right seats.”

Jim Collins, “Good to Great”
Building a Losing Team

Pick people because:

✓ They’re your friends
✓ They like you
✓ They’re good-looking
✓ They don’t argue

A Role for Everyone

Think about what needs to get done.
Who is good (or can become good at a task)
Make changes quickly.
Recruiting for Your Team

1. Completes your needed skills and knowledge
2. Credentials / experience would impress potential investors, advisors and customers
3. You feel comfortable interacting with them
4. Reliable, realistic and committed to results
Selecting a Team to Join, 1/2

1. Topic is truly of interest to you
2. Team needs you: Could apply your knowledge and skills with impact
3. Leader appears effective and is not exactly like you
4. Cultural and working style fit

Selecting a Team to Join, 2/2

5. Achievable, meaningful solution
6. Effectively pitched by leader
7. What else? __________________
Checklist

✓ How to fill gaps on your team
✓ How to evaluate and select a team
✓ Working as a team to win
04B Team Formation

by Neil Sheridan
PURPOSES

1. Identify and list teams – choose a table
2. Identify new teams
3. Identify free resources
4. Teams present a pitch to recruit and describe who they want
5. Resources move to team tables & register
6. Second round of new team identification
Exercise: Posture

1. Hair → Spinal alignment
2. Loosen shoulders
3. Purposeful gestures
4. Make 20 seconds of eye contact
5. “Dress to impress” or “Jobs t-shirt”

Pay Attention to Time

1. Practice with a timer
2. Be able to skip excess content and finish with a strong “Ask”
3. Ignore the timekeeper at your peril.

Credit: Fellows (auctioneers)
Abbreviated 1-Minute Recruitment Pitch

- Strong opening (a Punch in the Nose, or PIN)
  - Need
  - Approach
  - Benefits at the given cost
  - Close with “The Ask”
For our course, we used the “Lean Canvas” which is a derivation of the “Business Model Canvas” tool created by Alexander Osterwalder and Yves Pigneur.
A RAPID REVIEW OF THE BUSINESS MODEL CANVAS

Think inside the box.

University of Twente / Nikos
Purposes

1. Achieving focus
2. What’s on the Canvas?
3. Task: Rapid idea / alternatives generation
4. Why share your Canvas?
5. What comes next.
A RAPID REVIEW OF THE BUSINESS MODEL CANVAS

What’s In the Box?

1. VP - Value Proposition(s) – who has an example?
2. CS - Customer Segments
3. CH - Channels
4. CR - Customer Relationships
5. R - Revenue Streams
6. KR - Key Resources
7. KP - Key Partners
8. KA - Key Activities
9. C - Cost Structure
Recommended Books

Alexander Osterwalder and Yves Pigneur
~ EUR 30 / 15
print / digital

Recommended Books

Steve Blank and Bob Dorf
~ EUR 25
print
Rapid Idea / Alternatives Generation

To capture initial ideas quickly, we suggest using mindmapping software and a shared cloud drive for brainstorming. This is using Xmind(-next).

Task: Value Prop in 3 Minutes

Credit: Régine Fabri
Why Share Your Canvas?

BUSINESS MODEL CANVAS

BUSINESS MODEL SEARCH, NOT YET EXECUTION

Customers

Discovery → Validation → Creation

Pivot

Company Building

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or by Contributing Speakers
Checklist

✓ Focused on a marketable innovation
✓ Understand basics of the Canvas
✓ Learned to generate ideas rapidly
✓ Learned why to share your Canvas
✓ Aware of what’s coming next
06 Venture Finance

by Jeroen Sempel
Introduction to venture finance

Jeroen Sempel
16 August 2016

Agenda

• Finance is supportive not leading
• Risk – Return profiles of business
• The financial framework
• Financing the business
• The entrepreneur has different identities
Why would you start your own business?

Finance is supportive not leading

- If you just want to make lots of money, become a stock trader.
- Then, at least someone else is thinking about the business.
- Great business idea as core: a solution for an unmet client need.
- Nevertheless, business ideas need to fulfill certain financial requirements.
- We don’t want to end up broke.
Example of great idea, but not financially

2015 World Championships.
It’s all Risk versus Return

What do you think of these 3 companies?
High or Low for Risk?
High or Low for Return?

priceline.com®
Booking.com
PHILIPS
HEINEKEN
## Risk Return profile of business

<table>
<thead>
<tr>
<th>Low Risk</th>
<th>High Return</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low Return</td>
<td><strong>HEINEKEN</strong></td>
</tr>
<tr>
<td>High Risk</td>
<td><strong>PHILIPS</strong></td>
</tr>
</tbody>
</table>

## Financial framework
Getting grip on financials
## Financial framework

### Starting Balance

<table>
<thead>
<tr>
<th>Assets</th>
<th>Equity buffer</th>
</tr>
</thead>
<tbody>
<tr>
<td>80</td>
<td>30</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cash</th>
<th>Liabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>20</td>
<td>70</td>
</tr>
</tbody>
</table>

### Balance end of year

<table>
<thead>
<tr>
<th>Assets</th>
<th>Equity buffer</th>
</tr>
</thead>
<tbody>
<tr>
<td>105</td>
<td>40</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cash</th>
<th>Liabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>70</td>
</tr>
</tbody>
</table>

### Profit & Loss account

1. + Equity: Revenues +150
2. - Equity: Company costs -140
3. Result +10

### Cash flow statement

1. Cash flow from operations +10
2. Investments -25
3. Financing activities

### Building business

1. Valley of death
2. Investments in working capital
3. Funding opportunities

### Business model

1. Valuable solution
2. Customer wallet
3. Profit margin
4. Competitive advantage
Funding

- Personal funding
- Family and friends
- Bank finance
- Venture capitalists
- Peer to peer lending networks
- Supplier – Customer financing
- Crowd funding
- Credit Cards
- Winning a Contest
- Grant or subsidy
Thank you!
07 What I Wish I Knew Then ...

by Harry Romkema
Harry Romkema

1. Serial entrepreneur
2. Corporate -> Entrepreneur -> Corporate and back to Entrepreneur
3. Giving back to young entrepreneurs, young companies and his region with the GasFabriek
What I Wish I Knew When I Started

Harry Romkema
serial entrepreneur
BUILDING AND MANAGING A COMPANY
### Timeline

<table>
<thead>
<tr>
<th>Year Range</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1981 – 1986</td>
<td>student</td>
</tr>
<tr>
<td>1986 – 1988</td>
<td>applied research UT</td>
</tr>
<tr>
<td>1988</td>
<td>founder of Utopics</td>
</tr>
<tr>
<td>1994</td>
<td>Van den Kroonenbergprijs</td>
</tr>
<tr>
<td>1994 - 1998 Ordina</td>
<td></td>
</tr>
<tr>
<td>1998</td>
<td>founder of Topicus</td>
</tr>
<tr>
<td>2014</td>
<td>founder of Topicus Incubator</td>
</tr>
<tr>
<td>2015</td>
<td>founder of DeGasfabriek</td>
</tr>
</tbody>
</table>

### 1981 – 1988 University of Twente

- **PERSONAL INTRODUCTION**
- **STUDENT COMPUTER SCIENCE**
- **APPLIED RESEARCHER**
1988 co-founder of Utopics

- MOTIVATION
- UT + TOP + TOPICS
- MARKET AND PRODUCT

1994 Ordina

- WHY SELLING
- WHY ORDINA
- BOARD MEMBER
1998 co-founder Topicus

- STARTED AS AN INCUBATOR
- 2000 CONSULTANCY NEW TECHNOLOGY
- 2002 SAAS COMPANY
- 2016 500+ EMPLOYEES

Healthcare  
Finance  
Education  
Government

2014 Topicus Incubator

- WHY
- DISRUPTIVE TECHNOLOGY
- INNOVATION IS NO LONGER
  - Better cheaper and faster
- INNOVATION IS
  - different
2015 co-founder
DeGasfabriek

- WHY

- WHAT

Lessons learned

- First job: important choice
- The power of inexperience
- Large or small company
- Originator – manager – director
- Narrow bus vs. wide bus
- Golden idea doesn’t exist
- Venture capital
Lessons learned
first job: important choice

• Choice of study
• Who are your clients
• Friend or business relation
• Large or small company

Lessons learned
the power of inexperience

• Innovation and experience

• Start today, don’t delay
Lessons learned
originator – manager - director

• Start – grow – control
• Start-up / originator / 15-20
  - Control freak
  - Opportunistic
• Growing / manager / 30- 50
  - Content driven
  - Consistent
• Professionalize / director / 50+
  - Vision
  - No content

Lessons learned
narrow versus wide bus

• Everybody is partial intelligent

• Shape your organisation around personal intelligence

• Give confidence and get responsibility

• Niche player or market leader
Lessons learned

The golden idea doesn’t exist

- Golden idea is very rare or doesn’t even exist
- Far more important: a launching customer
- Customers will help steering the bus
- Cash flow instead of burn rate

Lessons learned

venture capital

- If possible don’t use venture capital to start your business
- Don’t become a victim of a VC
- Growing will cost money but then you can make demands
Be prepared for the future

- A product without a vision is incomplete
- ICT is becoming breaking technology
  - Workflow: People use software or software use People
  - SAAS: the infrastructure is owned by ICT companies
  - SAAS solutions contain all business logic
- Supplier or business partner or competitor?
08 Social Entrepreneurship

by Rainer Harms, PhD and Marlies Stuiver

Inspired by work with Aard Groen, PhD
Introduction to Social Entrepreneurship

Rainer Harms & Marlies Stuiver
Inspired by Aard Groen

Today's topics

What is SE?

A critical view on SE

Global drivers of SE

How to manage an SE
Ask yourself ….

Is Microsoft a social company?
Is Facebook a social company?

Let's define SE

Individuals constantly looking for new ways to serve their constituencies and add value to existing services [Brinkerhoff, 2001]

A major change agent, one whose core values center on identifying, addressing and solving societal problems [Dayton, 2002]
Opportunity for whom?

Let's define Social Entrepreneurship

Social entrepreneurship concerns the processes related to the discovery of opportunities to create social wealth and the organizational processes developed & employed to achieve that end…
Key to that definition: Social Wealth

Focus on: Social Wealth (SW)

\[ SW = SV - (EC + OC + SC) \]

Where

- **SW**: Social wealth
- **SV**: Social value generated from a venture
- **EC**: Direct economic cost of the venture
- **OC**: Opportunity cost associated with the venture
- **SC**: Social Cost

Global drives of SE

<table>
<thead>
<tr>
<th>Global Trends</th>
<th>Underlying Trends</th>
</tr>
</thead>
<tbody>
<tr>
<td>International Wealth Disparity</td>
<td>* Wealth concentration</td>
</tr>
<tr>
<td></td>
<td>* Population growth among poor</td>
</tr>
<tr>
<td>CSR Movement</td>
<td>* Stakeholders expectations outpaced most firms’ CSR actions</td>
</tr>
<tr>
<td>Market, Institutional &amp; Failures</td>
<td>* Liberalization &amp; privatization led to volatility</td>
</tr>
<tr>
<td>Technological Advances &amp; Shared Moral Responsibility</td>
<td>* Internet:</td>
</tr>
<tr>
<td></td>
<td>* in helping among the rich</td>
</tr>
<tr>
<td></td>
<td>* expectations among poor consumers</td>
</tr>
<tr>
<td></td>
<td>* capacity to coordinate between industrialized &amp; developing countries</td>
</tr>
<tr>
<td></td>
<td>* Technology-turned-social entrepreneurs</td>
</tr>
</tbody>
</table>
Specifics of Technology-based INV

- Market, Institutional & State Failures
- International Wealth Disparity
- CSR Movement
- Tech & Shared Global Moral Responsibility

Global SE

A critical view on social ventures I

Between 0 and Q1, consumer receives a net gain from buying the product—consumer surplus.

Between Q1 and Q2, producers receive a net gain from selling each product—producer surplus.
A critical view on social ventures II

Making your venture social

UNIVERSITY OF TWENTE.
<table>
<thead>
<tr>
<th>Lean Canvas</th>
<th>Summer Academy name</th>
<th>Team/project name</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Problem</strong></td>
<td>Top 3 problems</td>
<td></td>
</tr>
<tr>
<td><strong>Solution</strong></td>
<td>Top 3 features</td>
<td></td>
</tr>
<tr>
<td><strong>Unique Value Proposition</strong></td>
<td>Simple, value proposition that your customers can’t or won’t copy</td>
<td></td>
</tr>
<tr>
<td><strong>Unfair Advantage</strong></td>
<td>Can’t be easily copied or bought</td>
<td></td>
</tr>
<tr>
<td><strong>Customer Segments</strong></td>
<td>Can’t be easily copied or bought</td>
<td></td>
</tr>
<tr>
<td><strong>Key Metrics</strong></td>
<td>Key metrics you measure</td>
<td></td>
</tr>
<tr>
<td><strong>Channels</strong></td>
<td>Path to customer</td>
<td></td>
</tr>
<tr>
<td><strong>Cost Structure</strong></td>
<td>Customer Acquisition costs, Distribution costs, Marketing, People, etc.</td>
<td></td>
</tr>
<tr>
<td><strong>Revenue Streams</strong></td>
<td>Revenue Model, Life Time Value, Revenue, Gross Margin</td>
<td></td>
</tr>
</tbody>
</table>

**PRODUCT**

**MARKET**

---

**Thinking about social value creation**

---

**Leverage Contingencies**

---

**UNIVERSITY OF TWENTE**
Some aspects of SE management: Networking

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regulatory</td>
<td>* Cooperate with other SVs to:</td>
</tr>
<tr>
<td></td>
<td>* Create worldwide standards</td>
</tr>
<tr>
<td></td>
<td>* Delineate worldwide boundaries</td>
</tr>
<tr>
<td>Normative</td>
<td>* Network ties with internationally recognized organizations that support SVs</td>
</tr>
<tr>
<td>Institutional</td>
<td>* Coordinate with compatible social movements worldwide</td>
</tr>
</tbody>
</table>

Summary

- What are SE: defined by social wealth creation as a realized core mission
- Critical view: its a lot in the execution
- Global driver
- Active canvas management and networking a key elements of SV mgt.
09 Pitch Workshop - “Completeness” Round

by Neil Sheridan
Purposes

1. Everyone (who wishes) gets to pitch
2. Everyone can be a Dragon (provide verbal or written feedback)
3. Focus on covering all the elements (PIN, A...)
4. Learn how to stop
5. Learn how to accept feedback politely and be “coachable”
Recap of Pitch Elements

TIGHT AND PERSUASIVE VERBAL COMMUNICATIONS THAT LEAVE THE LISTENERS WANTING MORE

Credit: Microsoft
Elements

◦ Strong opening (a Punch in the Nose, or PIN)
  ◦ Need
  ◦ Approach
  ◦ Benefits at the given cost
  ◦ Competition (and why yours is superior)
  ◦ Financials (amount needed, use and returning how much by when)
  ◦ Close with “The Ask”
Pay Attention to Time

1. Practice with a timer
2. Be able to skip excess content and finish with a strong “Ask”
3. Ignore the timekeeper at your peril.

Credit: Fellows (auctioneers)
Scoring a Pitch

HOW TO BE A DRAGON

Credit: Linda BlackWing14

ROUND 1 - PITCH WORKSHOP
**NAME OF TEAM:** _______________________________

**LEADER’S NAME:** ______________

<table>
<thead>
<tr>
<th>+</th>
<th>-</th>
</tr>
</thead>
<tbody>
<tr>
<td>• ...</td>
<td>• ...</td>
</tr>
</tbody>
</table>

**I WOULD:**

- [ ] WANT TO HEAR MORE ABOUT THIS.
- [ ] JOIN THIS TEAM. WHY?
- [ ] INVEST IN THIS TEAM.
- [ ] BUY THIS PRODUCT.

**ROUND 1 - PITCH WORKSHOP**
Being Coachable
Being Coachable 1/2

“Coachability is the willingness to be corrected and to act on that correction.

“When we are coachable, we are prepared to be wrong. We can withstand a high degree of candor.

“We are willing to let others evaluate — and perhaps even plumb the depths of our performance because we understand that the journey of personal development cannot be traveled alone.”

Timothy R. Clark
Being Coachable 2/2

- Listen attentively. Take notes.
- Don’t fake sincerity. Don’t waste our time.
- Consider how to apply the feedback.
- Own it. Fix your problems and improve your strengths.
Elevator Pitch Practice
THE FIRST PITCH IS THE HARDEST.
Pitches

- Strong opening (a Punch in the Nose, or **PIN**)
- **N**eed
- **A**pproach
- **B**enefits at the given cost
- **C**ompetition (and why yours is superior)
- **F**inancials (amount needed, use and returning how much by when)
- Close with **“The Ask”**
Checklist

✓ Everyone (who wished) pitched
✓ Everyone provided feedback
✓ Learn how to pitch within time limit
✓ Understand “coachability”
10A Customer Discovery

by Neil Sheridan
Agenda

1. Who Is an Entrepreneur?
2. What Does She Do?
3. Different Types of Entrepreneurial Activity
4. Commercialization of Technologies
5. Tools Entrepreneurs Use
What is an “Entrepreneur”? 
✓ What’s the Dutch word for Entrepreneur?  
✓ Or, similar in German?  
✓ In English, an undertaker...  
✓ Is it similar in your language? 

What Does She Do? (Version A) 
✓ Identifies a need in society or business.  
✓ Thinks and plans the resources (next) needed to address the need.  
✓ Seeks them out.  
✓ Puts them to use effectively.  
✓ Meets the need. Obtains a return on resources.  
✓ (Likely) repeats the process.
What Does She Do? (Version B)

✓ Thinks about the resources she has OR has easy access to.
✓ Thinks about different products or services she could offer with her resources.
✓ Puts the resources to use effectively.
✓ Obtains a return on resources.
✓ ( Likely ) repeats the process.

Which Version is Correct?
Let’s List Some Types of Entrepreneurial Activity

- High-tech vs. “Low-tech”
- Lifestyle vs. Growth
- Small Business vs. Corporate E-ship
- Family Businesses
- Franchises
- For-profit vs. Social Ventures*

* You need to be in the black to be green.

Consider the Wheel

- Before the wheel, life was a drag.
- Value was clear.
- Required luck, tools and skill to create.
- Materials perfected over time: Stone, wood, steel, steel/rubber, aluminum, “rubber”, composites
Commercializing the Wheel

✓ Did the “inventor” need to know how to make it?
✓ Or, all of the possible uses and variants?
✓ Did production stay with one “company”?
✓ Was it useful to not have a permanent, global patent?

Commercialization

✓ A focus of our course is the creation, adaptation, combination of technologies
✓ To create marketable products and services
✓ At a sustainable profit to allow firm growth, extension and improvement
What are Some Technologies You Work With?

- Life sciences / Med tech
- Materials
- Software
- Processes
- Services

What Skills Do We Have?

- Scientific / Technical
- Managerial / Social
- Artistic / Creative
What Tools Do Entrepreneurs Use?

- Technical / Production
- Social
- Managerial...

What Kind of Managerial Tools Are Needed?

- Communicating
- Collaborating
- Strategic Planning
- Operating
- Financial (and Resource) Management
Checklist

1. Who Is an Entrepreneur?
2. What Does She Do?
3. Different Types of Entrepreneurial Activity
4. Commercialization of Technologies
5. Tools Entrepreneurs Use
10B Customer Discovery Results Discussion
REPORT OUT ON CUSTOMER DISCOVERY INTERACTIONS

Purposes

1. Discuss Good Experiences
2. What didn’t work right?
3. What impacted your BMC? Pivots?
4. How will you do it differently next time?
5. Suggestions for your peers?
11 Social Business

by Menno Both
Even voorstellen
Menno Both / Both social

Ja ik zit op ....
• Facebook.com
• Twitter.com
• LinkedIn.com
• Instagram.com
Het gaat snel ....
Doctor says Google Glass saved a man's life

DR. HORNG USED GLASS TO CHECK THE PATIENT'S ALLERGIES
Scientists successfully create artificial brain region

Scientists have successfully replaced an injured part of a rat’s brain with a synthetic substitute.

Source: [Image of a rat wearing a device]

Social Media

82%

12

OF PROSPECTS CAN BE
MADE VIA SOCIAL MEDIA
AND ADDED PER SECOND
THAT’S 1 MILLION
USERS PER DAY!

76%

OF MARKETING PRO
SUPPORTS SOCIAL

93%

OF BUYING DECISIONS
OF ONLINE INFLUENCE
OF SOCIAL MEDIA

3.175 BILLION

CLICKX
WHAT HAPPENS AFTER
POOR CUSTOMER EXPERIENCE

56% WILL NEVER USE THE COMPANY AGAIN
52% WILL TELL FAMILY & FRIENDS ABOUT THE EXPERIENCE
54% WILL ESCALATE TO A SUPERVISOR OR MANAGER

SOURCE: https://promisesupport.com/blog/post/poor-customer-service/

TIME SPENT ON SOCIAL MEDIA NETWORKS PER HOUR

16 MINUTES U.S.
14 MINUTES AUSTRALIA
13 MINUTES U.K.

SOURCE: https://www.bustle.com/articles/245081-gen-z-spends-more-time-on-social-media-than-any-other-age-group

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SOCIAL MEDIA NETHERLANDS

Whatsapp is the largest social media platform in 2016.
Grote stijging van Facebook onder 65- en met name 80-plussers, terwijl de daling onder jongeren stabiliseert in 2016

Totaal aantal gebruikers LinkedIn groeit, terwijl dagelijks gebruik onder Nederlanders ouder dan 39 afneemt

+ 11%
Gebruik Snapchat, Foursquare en WeChat fors gestegen, ook Instagram en Pinterest blijven groeien in 2016

<table>
<thead>
<tr>
<th>Dagelijks gebruik</th>
<th>2015</th>
<th>2016</th>
<th>% verandering in 2016 t.o.v. 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instagram</td>
<td>722.000</td>
<td>760.000</td>
<td>+5%</td>
</tr>
<tr>
<td>Pinterest</td>
<td>261.000</td>
<td>334.000</td>
<td>+29%</td>
</tr>
<tr>
<td>Snapchat</td>
<td>320.000</td>
<td>341.000</td>
<td>+6%</td>
</tr>
<tr>
<td>Foursquare</td>
<td>31.000</td>
<td>55.000</td>
<td>+77%</td>
</tr>
<tr>
<td>Twitter</td>
<td>28.000</td>
<td>45.000</td>
<td>+63%</td>
</tr>
<tr>
<td>Tivo</td>
<td>125.000</td>
<td>113.000</td>
<td>-10%</td>
</tr>
</tbody>
</table>

Stories around the fire
"Looking Down... Would you tell me, please, which way I ought to go from here?"

"That depends a good deal on where you want to get to," said the Cat.

"I don't much care where --" said Alice.

"Then it doesn't matter which way you go," said the Cat.

Chesire Cat
Lewis Carroll
Obermutten success!

Strategy-matruschka

- bedrijfsstrategie
- processtrategie
- informatiestrategie
  - content strategie
  - social media strategie
Current situation

- Vision

Social Media Strategy Canvas

- Engage / Enable / Evaluate
Route of your start-up!

Engage
Evaluate
Enable
Goals

Channels
Evaluate
Tools

Examples

- HootSuite
- Google Alerts
- Coosto
Listening

Enable
Partners

Capacity
Resources

Policies
**Medewerkers & Social media**

*theconnor*: Cisco just offered me a job! Now I have to weigh the utility of a **fatty** paycheck against the daily commute to San Jose and hating the work.

About 19 hours ago from web · Reply · View Tweet

---

**FIX in SIX**

*A collection of clever improvements that make life at home a little easier.*

_Brought to you by Lowes Never Stop Improving_
**Do**

**Dollar shave club**

**Marktintroductie**

- Opvallende / grappige reclame campagne op Youtube
- Meer dan 10 miljoen views

**Do**

**YES, IT BLEND!”**
QUESTIONS?

Hartelijk dank voor uw aandacht

Volg ons op:
- Twitter - @bothsocial
- Facebook - fb.com/bothsocialmedia
- Slideshare - slideshare.net/bothsocial
12 Selling

by Neil Sheridan
Purposes

1. Customer types
2. Tragic and avoidable mistakes
3. Features vs. Benefits
4. Approaching a market (“market entry”) 
5. Networking skills
6. Selling tips
Customer Types

End-users
“Coaches”
Influencers
Recommenders
Buyer $$$
Decision Maker $$$$$
“The Buyer”

Think of the buyer as a gladiator, not a clerk

Beware of “The Saboteur”

- Often hidden
- Can veto
- Disparages your offering
- Misinforms you
- Informs competitors
Tragic Mistakes

1. Mostly talk about you and your credentials
2. Don’t start at the top
3. Undervalue your product and yourself
4. Don’t ask questions about their objectives; don’t listen actively to their comments and objections
5. Overpromise then under-deliver
6. Don’t ask for the sale / Beg for the sale
SELLING SKILLS

Features vs. Benefits
Feature vs. Benefit

“I’m tellin’ ya, dat paint job is a mile thick!!!”

Feature vs. Benefit

Original Material Copyright 2016 SVPI, LLC or by Contributing Speakers
Customers Buy Benefits

Customers buy the expectation of benefits to solve problems and fulfill needs, for example:

Credit: FedEx

Benefits Not Features

“I don’t think that we understood our real goal when we first started Federal Express. We thought that we were selling the transportation of goods; in fact, we were selling peace of mind.”

— Frederick Smith, founder of FedEx
How do we approach the market?

PLAN “A”

“STEP” by Step

Credit: Microsoft

PLAN “A”
TOTAL WORLD DOMINATION!

STEP BY STEP
First, Types of Markets

1. B2C
3. C2C
4. Regional, domestic, international, global
5. Physical vs. digital/virtual: Implications?
Key Concept

“The global market for replacement knees is 200 million people. If we capture just 5% of that market by Year 10, our conservative revenue estimate is...

What is Your Addressable Market?

Q: How large is the market that YOU are selling into?

A: Realistic answer is the addressable market.

Example: European car owners vs. Dutch car owners who have 2 drivers in the family.
SELLING SKILLS

TAM vs SAM vs TM

- Who am I going to sell to in year 1 & 2?
- How many customers is that?
- How large is the market (in $) if they all bought?
- How many units would that be?

How Do I Find Out?
- Talk to potential customers
- Identify and talk to channel partners
- Identify and talk to competitors

Not Your Market

Source: NASA
Still Not Your Market

Source: NASA

No, Not Yet

Source: NASA
SELLING SKILLS

No,....

Your Niche

A spot in the wall for a given statuary is a niche.

Source: Sanchezn via Wikimedia
Researching the Market

Obtain Market/Customer information
- Volume
- Growth
- Competitors

Contemplate – What is driving the data?
- Determine the “why” that is causing the “what”

Defining the Target Market

“STEP” Framework

Social: Trends & Demographics
Technological: Disruptive Technologies
Economics: Growth, Affordability, Employment
Political: Legislation, Regulations, Subsidies
### “STEP” Market Criteria

<table>
<thead>
<tr>
<th>Market Segment Size</th>
<th>Industry Profitability/Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>Segment Growth Rate</td>
<td>Rate of Technological Change</td>
</tr>
<tr>
<td>Market Stability</td>
<td>Possibility of adverse regulation</td>
</tr>
<tr>
<td>Market Share Vulnerability</td>
<td>Likelihood of Competitive entry</td>
</tr>
<tr>
<td>Vulnerability of Competition</td>
<td>Competitive Intensity</td>
</tr>
</tbody>
</table>

### Competitive Landscape

**Who are your competitors?**
- Consolidated or fragmented
  - *Is it Dell or 57,000 independent storefront computer services companies*?
- Dominated by a couple of large players
  - *Dell, HP, Lenovo, Gateway, Acer.....Apple*?
- What are their strengths and weaknesses?
Types of Competition for

<table>
<thead>
<tr>
<th>Direct</th>
<th>Indirect</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image1" alt="Burger King" /></td>
<td><img src="image2" alt="Aldi" /></td>
</tr>
</tbody>
</table>

And in the future?

Direct Competition

Who offers services or products comparable to yours?

Look beyond your region or country

How do you position yourself differently?

Logos are Registered Trademarks of their Respective Owners
Indirect Competition -- Exercise

Make a list of 3 indirect competitors.

Order them by rank in terms of level of competition at launch.

What might it look like in 5 years?

Networking
Fundamentals of Networking

Why?
What’s your goal for the interaction?
What’s your style?
Flexing your style to what your perceive about the receiver’s preferences.
How NOT to do it.
Demonstrations: Wrong and Right

6 Successful Selling Tips (of Many More)

1. Talk in the customer’s words about the benefits of the solution
2. Try to begin the sales dialogue with Decision Makers, then get referred to the Recommender(s) and Buyer
3. Speak passionately (but honestly) about your product and your team’s ability to deliver
4. Probe for their objectives and their objections – respond to their questions
5. Under-promise and Over-deliver
6. When the buying signals appear, confidently and politely ask for the sale (“close the deal”)
SELLING SKILLS

Checklist

- Customer types
- Tragic and avoidable mistakes
- Features vs. Benefits
- Approaching a market
- Networking skills
- Selling Tips

KEEP CALM AND MAKE SALES
13 Lean Management Workshop

by Joost Brinkman
Workshop lean management
Ir. J.G. Brinkman (Joost)

Yes, but vs. Yes, and

Elevator video
You tube: broken escalator
Exercise: customer wants lines of:

- Square -> Orange
- Cross -> Purple
- Circle -> Green
- Triangle -> Yellow

- A form is oké when all lines have the right color, and all lines have a color
- How many can you, on customer demands do in 30 seconds in groups of people
- 2 minutes to think of!


Exercise: customer wants lines of:

- Groups of 4
- If bigger groups only 4 can do the work
Go Timer
NIKOS

5 Principles of Lean

- Identify Value
- Map Value Stream
- Establish Pull
- Create Flow
- Pursue Perfection
3 sorts of added value:

- Customer
- Business
- No

(1) Eliminate
(2) Reduce
(3) Improve

(Cost) reduction by eliminating garbage
Muda (waste): Every activity that does not add value for the customer

DOWNTIME:
1. Waste on defects (lines not correct)
2. Waste on overproduction (not finished papers)
3. Waste on waiting / time (people who are waiting)
4. Waste on non used employee talent
5. Waste on transportation (passing through the papers)
6. Waste on inventory stock (piles)
7. Waste on motion / movement (to complex / crossing)
8. Waste on excessive overprocessing (doing more than necessary; more than 1 failure per person)

- Doing this gives flow (first time right)

Exercise again:
- Square -> Orange
- Cross -> Purple
- Circle -> Green
- Triangle -> Yellow

- A form is oké when all lines have the right color, and all lines have a color
- How many can you, on customer demands do in 30 seconds in groups of people
- 2 minutes to think of!
Efficient working

Exercise again:

• Square -> Orange
• Cross -> Purple
• Circle -> Green
• Triangle -> Yellow

• A form is oké when all lines have the right color, and all lines have a color
• How many can you, on customer demands do in 30 seconds in groups of people
• 2 minutes to think of!
Lean

Production (or process) of units:
• At the right amount
• At the right time
• Optimised for customer demand

• Eliminates unnecessary work and stock
• Eliminates unnecessary process steps
• Eliminates waste

• Will lead to work smarter, better use of resources (flow), less costs an improvement off competitor position

Start today

http://www.youtube.com/watch?v=lbaemWlljeQ
Inspiration
Ir. J.G. Brinkman (Joost)

Body work
Mystery
Universe
Body
Earth
14A Case Study: Gifts with a Mission

by Caroline Smeets
Cadeaus met een Missie

Gemaakt met trots!

Caroline Smeets
Startify 19 augustus 2016

Agenda

• About me
• Timeline
• Main changes
• What didn’t work
• My IT lessons
• My general lessons
• Who are important to me
• Conclusion
About me

- Personal
- Background
- Why I started

Timeline

Start Emma79
The Present Tree (D) with Maia
The Present Tree (NL)
The Present Tree with Wilma
Cadeaus met een Missie
Main changes

• Financial focus to social focus
• B2C to B2B
• Web shop to website
• Name
What didn’t work

• SEO words
• Link pages
• Blogging
• Press releases
• Sending products to magazines
• Discounts and promotional actions
• Distributing brochures
• Textbook social media use

My IT lessons

• A web shop is not for on the side
• Everyone is an “expert” in web shops
• Clarity beats SEO
• Google images is important
• Pictures and website don’t need to be fancy
My general lessons

• Do what you want to do
• Don’t talk just do
• Try different things
• Use partnerships carefully
• Be straightforward in sales
• Target clients directly
• Don’t take lessons of others too serious

Who are important to me

• Siza Groep (supplier)
• Hotel Villa Ruimzicht (client)
• Gijs Jolink (ambassador)
• Ruud en Jose (IT and logo)
• Frappant (marketing company)
Conclusion

Things only work out if I stay close to myself

...but it was a long and bumpy road to find this out

Thank you!

Caroline Smeets
www.cadeausmeteenmissie.nl
caroline@cmem.nl
14B Case Study: PC3 in Colombia

by Monica Ramos
SOCIAL ENTREPRENEURS SUPPORTING SOCIAL ENTREPRENEURSHIP
The case of the Product Co-creation Centre in Colombia

WHAT MAKES THE DIFFERENCE?
THEY ARE NOT PROPERLY CONNECTED TO THE “SYSTEM”

Kibera, Kenya
Disconnected

The Netherlands
Partially disconnected
LOCAL SOLUTIONS

Resourcefulness
Knowledge
Creativity
Cooperation
Leadership
Resilience

Inefficiency
Risk
Uncertainty

Some winners, many losers

Is it possible to connect them properly, boosting their innovation skills while minimising uncertainty?
PRODUCT CO-CREATION CENTRES (PC3)

Business pre-incubators where individuals from deprived regions co-create innovative products and services to become entrepreneurs focused on sustainability.

Opportunity Recognition
Opportunity Creation
Opportunity Exploitation

UNIVERSITY OF TWENTE
PC3 in Colombia
August 19, 2016
PRODUCT CO-CREATION CENTRES (PC3)

Design + entrepreneurship + sustainability

Multidisciplinary Team
Dr. Juan Jauregui-Becker
Prof. Dr. Aard Groen
M.Sc. Jaap van Tilburg
M.Sc. Marlies Stuiver
Dr. Laura Franco-Garcia
M.Sc. Monica Ramos

Does it work in practice?
SANTA ROSA
PREDATORY DEVELOPMENT

IMPLEMENTING A PC3 IN SANTA ROSA
ON LINE + ON SITE TRAINING AND COACHING
RESULTS

PEOPLE

BUSINESS MODELS
SUSTAINABLE PRODUCTS AND SERVICES

CHALLENGES
WHAT IS NEXT

TEDx SantaRosaDelSur
x = independently organized TED event

CONTACT US

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@eme_ramos
pc3@utwente.nl
https://www.utwente.nl/ctw/pc3/
14C Case Study: DevCake’s Lessons Learned

by Jim de Vries, Boy Bouw and Mike Slinkman
LESSON LEARNED #1

You need a **GOOD, DIVERSE** group of **TRUSTING** partners, to **ACHIEVE** your **GOALS**.

- PHYSICAL STAMINA, HEALTH PROBLEMS AND WEIGHT
- MENTAL STRESS, DEALING WITH SETBACKS
- SOCIAL COMMUNITY, COHESION, AND HUMAN INTERACTION
- SERIOUS GAMING SCORE, COMPETITION, AND TEAMS
LESSON LEARNED #2

You have to see the ENTIRE business process and don’t just FOCUS on the PRODUCT alone.
LESSON LEARNED #3

You have to be able to SEPERATE your BUSINESS from your PERSONAL relations.
LESSON LEARNED #4

Don’t be AFRAID to join all kinds of PROGRAMMES or COMPETITIONS to SPREAD your IDEA.
LESSON LEARNED #5

DON'T fall in LOVE with your own SOLUTION

devcake
LESSON LEARNED #6

USE your STUDENT image as long as you can

RELEASE: EARLY 2017
PLATFORM(S): ANDROID & IOS
COSTS TO DOWNLOAD: FREE
15 Financing Your Startup

by Bram de Vries and Thomas Boerrigter
How to finance a startup

Thomas Boerrigter / Bram de Vries

Leap. The Innovation Agency

- Consultancy agency for innovation
- Two service lines
  - Funding
  - Business Innovation
- Specialised in high-tech/IT
3 rayons

- South East – Nijmegen (head office)
- North East – Enschede (that’s us)
- West – Delft

Finance

- Public funding
  - Regional
  - National
  - EU

- Private funding
  - Crowdfunding
  - Business angels
  - Venture Capitalists
  - Etc.
Private funding

- YOU
- CO-FOUNDER
- FRIENDS AND FAMILY
- ANGEL INVESTORS
- VENTURE CAPITALISTS
- EARLY EMPLOYEES
- INVESTMENT BANKERS
- ANYONE

start the new journey
drive half of the work
bring in some of the best
invest in your company
provide your company with the necessary
work to create a new fund


Public Funding

1. €
2. Time
3. Risk

International Funding (e.g. EU)
- Impact

National Funding
- Grants

Regional Funding
- Labour creation
Project phasing (1)

<table>
<thead>
<tr>
<th>Project Phasing</th>
<th>SUBSIDY</th>
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<tbody>
<tr>
<td>FUNDAMENTAL / SCIENTIFIC RESEARCH</td>
<td>H2020 (EE) calls</td>
</tr>
<tr>
<td>FEASIBILITY &amp; BUSINESS PLAN</td>
<td>EFRE (OP Oost)</td>
</tr>
<tr>
<td>INDUSTRIAL RESEARCH &amp; DEVELOPMENT</td>
<td>SBIR</td>
</tr>
<tr>
<td>DEMONSTRATION TEST / INDUSTRY DEVELOPMENT</td>
<td>DFR</td>
</tr>
<tr>
<td>DEPLOYMENT</td>
<td>WBSO</td>
</tr>
<tr>
<td>ROLLOUT &amp; UPSCALING</td>
<td>Fast Track to Innovation</td>
</tr>
<tr>
<td></td>
<td>EIA/MIA</td>
</tr>
</tbody>
</table>

Project phasing (2)

**Technology Readiness Levels**

TRL 0: Idea. Unproven concept, no testing has been performed.
TRL 1: Basic research. Principles postulated and observed but no experimental proof available.
TRL 2: Technology formulation. Concept and application have been formulated.
TRL 3: Applied research. First laboratory-scale completed; proof of concept.
TRL 4: Small scale prototype built in a laboratory environment ("pilot" prototype).
TRL 5: Large scale prototype tested in intended environment.
TRL 6: Prototype system tested in intended environment close to expected performance.
TRL 7: Demonstration system operating in operational environment at pre-commercial scale.
TRL 8: First of a kind commercial system. Manufacturing issues solved.
TRL 9: Full commercial application; technology available for consumers.
Project phasing (3)

- % of subsidy declines the closer you get to the market
- Apply for more subsidies by cutting up in phases/functionilities

![Diagram showing project phasing stages]

Project phasing (4)

- Idea for E-Health platform (TRL 0), no funding
- Feasibility (desk) study towards possibilities of online counselling (TRL 1-3), research grant
- Proof of principle (TRL 4), government funding, early investor
- Proof of concept (TRL 5), government funding, early investor
- R&D project (TRL 5-6), government funding, early investor
- Demonstration project (TRL 7-9), government loan, investor
### Project phasing (5)

- **Example ‘functionalities’**
  - Idea for E-Health platform (TRL 0), no funding
  - Overall technical development platform (TRL 1-6), tax deduction
  - Interface development with hospitals for data exchange (TRL 4-6), government funding, early investor
  - Online counselling with video (with development partner) (TRL 4-6), government funding
  - Pilot project (TRL 6-9), government loan, (early) investor

### Startup Ecosystem

- Analyze your ecosystem. A supplier could well be your strategic partner in innovation.
- Partnerships increase the chance of obtaining subsidies.
Application process

- Matching: look for subsidies that match with company activities.
- Feasibility: define the chances of a successful application. Meet the subsidy provider if possible.
- Formalities: partners discuss formalities (roles, responsibilities, costs, IPR) leading to a cooperation agreement.
- Application: write the application.
- Execution: fulfill responsibilities towards the project and the subsidy provider.

Grant acquisition process

- DIY vs. outsourcing
Questions?
16 Looking for Blue Oceans

by Willem Poterman
Exploring Uncontested Marketspace

Companies will only succeed if they are able to continuously adapt themselves in a flexible way to the ever changing global business environment!

Looking for Blue Oceans

Willem Poterman, Verbeterman
@willempoterman

Emschede - Aug. 21st 2016

Why?

- Who owns an iMac, iBook, iPhone or iPad?

WHY?
What do these objects have in common?

Disrupting existing markets, create new ones!
Creating new business models!

Offering taxi-services - worldwide but … don’t have drivers and no cars! … Volvo XC90 in Pittsburgh

Publishing company but … they don’t create content!

Global retailer but … don’t have stock!

Worldwide accommodations leader but … don’t own property!

Exponential technologies and tools are driving new business models

New business (models) initiated by …

• “Game Changers”

• Act as big-bang disruptors

• They don’t create dilemmas …

• They trigger DISASTERS
  (out of the blue sky!)
Exponential Technology: Social Media & IoT

AT THIS RESTAURANT THE CHEF IS A 3D PRINTER

Exponential Technology: Drone solutions

- Packages delivery: Amazon
- Medicines transport: DHL
- Pictures/Video's
  - Buildings, Security
  - Property & Home Sales
- Inspection & Monitoring
  - Poachers
  - Windmills/Drilling platforms
  - Fire departments
  - Farming

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Exponential Technology: Medical

- Connected toothbrush, the Kolibree
- Integrated Tissue and Organ printer (ITOP)

Exponential Technology: Construction

- Recycled materials (concrete, fiberglass, sand, hardening agent)
- 3D printer: 7 meters high, 10 meters wide, 40 meters long (large-scale-structure printing)
- Printed offsite
- Shipped to location and pieced together

- Savings
  - 20% - 60% construction waste
  - 70% - 80% production time
  - 60% labor costs
- And can withstand an 8.0 earthquake
Pigeon Patrol

Flock of racing pigeons equipped with pollution IoT sensor and Twitter account take to the skies in bid to raise awareness of capital's illegally dirty air, blamed for thousands of deaths a year.

And this is just the start!

Exponential power and profound implications from the “Law of Accelerating Returns” (Ray Kurzweil)
Disruptive Power lies at the Intersections

Old & New.

**Old**
- Automotive
- Banks
- Bookstores
- Building companies
- Energie companies
- Event organizers
- Car Sales Agents
- Hotels
- Paper/Magazine columns
- Publishing companies
- Taxi companies
- Telephone companies

**New**
- Volvo, Tesla, Google, Apple
- Crowdfunding, Blockchain
- Bol.com, Amazon
- 3D-printer hubs
- Local Initiatives (co-operatives)
- Eventbrite
- SnappCar (hire from friends)
- Airbnb
- Blogs
- Facebook
- Uber
- Skype
Get rid of the Cultural Iceberg

The way we say we get things done: Formal Aspects

- Goals
- Technology
- Structure
- Policies and procedures
- Services/Products
- Financial connections

The way we really get things done: Informal Aspects

- Beliefs and assumptions
- Perceptions
- Attitudes
- Feelings (anger, fear, liking, surprise, etc.)
- Values
- Informal interactions
- Group norms

Which Ocean are you swimming in?

WHY should I do business with YOU?

Enjoy our premier products, competitive pricing, and great service.

Ten clichés, and these are all “blablabla”

How can you claim a competitive advantage that’s the same as everyone else?

We provide innovative, high quality solutions to your challenges.

We’re committed to set-up long-term relationships with our clients.

We offer true Customer Solutions at affordable costs.

Our solutions ensure protection of human health and environment.

We co-create with our customers to deliver mutual added value.

Our services enable our customers to contribute for a sustainable world.

Our products just work, it does what you expect it to do and … more.

We are committed to do exactly what we promise.

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Why I should do business with you rather ...

If you don’t give a compelling reason why someone should do business with you, the tiebraker falls to PRICE only!

What is a Red Ocean Anyway

- What your customers value most
- What your competitors struggle at
- What you can do BEST!

What is Blue Ocean Strategy?

**Red Ocean Strategy**
- Compete in existing market space
- Beat the competition
- Exploit existing demand
- Trade off cost and value to buyers
- Align the organization towards differentiation or low cost

**Blue Ocean Strategy**
- Create uncontested market space
- Make the competition irrelevant
- Create and capture new demand
- Increase value while decreasing cost
- Align the organization towards differentiation and low cost

- competition | commodity | pricewar | marketshare |
The Blue Ocean Strategy Canvas

Industry’s value factors (where current industry competes on: product/service/delivery)

Eliminate  Reduce  Raise  Create

Ringing Brothers  Smaller Regional Circus  Cirque du Soleil

Price  Animal Shows  Multiple Show Arenas  Thrills & Danger  Thematic  Multiple Productions  Artistic Music & Dance

Apple’s Blue Ocean Strategy Canvas

Industry’s value factors (where current industry competes on: product/service/delivery)

Eliminate  Reduce  Raise  Create

Industry

Apple
- Cool, Status Symbol
- Design, Fall in love with
- Functionality
- # Applications
- Ease of use
- Quality
Four Actions Framework (or ERRC Grid)

- **Reduce**: Which factors should be reduced well below the industry’s standard?
- **Create**: Which factors should be created that the industry has never offered?
- **Raise**: Which factors should be raised well above the industry’s standard?
- **Eliminate**: Which of the factors that the industry takes for granted should be eliminated?

A new Value Curve

Blue Ocean Strategy Examples

**Blue Ocean Strategy**

1. Lower the Costs
2. Increase Customer Value
Creating a new market

Let's look at the performing arts industry, specifically classical music. Audiences are shrinking, costs increase. The value is perceived in the well known artists who are pretty expensive, performing in boring concert halls.

Creating a SHOW and add FUN and Emotion

Andre Rieu has created a revolution in performing arts. He has no star performers, and brings classical music to the people in a fun and entertaining manner. The audience is allowed to sing, dance... , to have fun and experience true entertainment!

How did he do that? He researched the non customers and noticed that they were intimidated by opera and concert halls. He lowered the veil of mystery and made the concerts people friendly. He added a personal experience. His concerts are in the top ten of all performing arts venues and even outsell Bruce Springsteen!

strategy canvas Andre Rieu

<table>
<thead>
<tr>
<th>Star performers</th>
<th>Competition</th>
<th>Offering Level</th>
<th>Eliminate</th>
<th>Reduce</th>
<th>Raise</th>
<th>Create</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>High</td>
<td>Andre Rieu</td>
<td>Competition</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Creating a new market

- Decreased # products, always fresh
- Minimized stock levels and staff
- Focus @ consumers on the move
- Who spend avg. 3 minutes/day on shopping
- Small shops (airports, train stations, universities, hospitals ...)
- High turnover per m²
- Healthy margins

Strategy Canvas

- Eliminate
- Reduce
- Raise
- Create

© Alteration 2014
1979 changed the world of music in 1999!

- 1979

Kane Kramer, UK visionary technician

Unable to market a product that appeared way before its time

Kramer came up with the idea for a pocket-sized, portable solid state music player

Content downloaded from central server to a music store

Patent expired after 20 years

Creating a new product, market and business model

- Apple Inc. iPod (2001) (Tony Fadell, ex Philips)
- 6 months development effort
  - Eliminate: CD’s & cassettes
  - Reduce: costs, piracy, bulky players
  - Raise: cool factor, white earphones, sound quality
  - Create: different size/color, accessories, click wheel, songs/device, Biz Model (iTunes Store), and co-branding

At Apple they figure out what they want, and they act, FAST!

Why many companies can’t keep up with them?
- Because they compromise
- Spoil time at meetings / discussions
- Work to fit in, fear the critics
Our Examples show...

- Go where your passion is: your WHY!!!
- Look around in other markets: BORROW ideas
- Observe/talk with customers: see/heat/smell GAINS, PAINS,TRENDS
- Keep innovating: products, services & business model
- Master your message

And FOCUS
Master your Message

And if you don’t?

- Business Destruction
- Digital camera
- iPod
- Smartphone
- Online travel
- Tablets

Big bang disruptors enter your world!
And they don’t create dilemmas for “regular” business, they trigger disasters.
Think and act different!

Souvenirs  Main Entrance  Souvenirs

Just one last thing

Never start a company unless all resources are available
17 Pitch Workshop - “Creativity” Round

by Neil Sheridan
Purposes

1. Experiment with more creativity
2. Deliver a pitch that would make a VC smile
3. Learn how to wrap up on time with a powerful close
4. Accepting and using feedback
Recap of Pitch Elements

TIGHT AND PERSUASIVE VERBAL COMMUNICATIONS THAT LEAVE THE LISTENERS WANTING MORE

Elements

- Strong opening (a Punch in the Nose, or PIN)
- Need
- Approach
- Benefits at the given cost
- Competition (and why yours is superior)
- Financials (amount needed, use and returning how much by when)
- Close with “The Ask”
Pay Attention to Time

1. Practice with a timer
2. Be able to skip excess content and finish with a strong “Ask”
3. Ignore the timekeeper at your peril.

Scoring a Pitch

HOW TO BE A DRAGON

Credit: Linda BlackWing Jansson
**NAME OF TEAM:** _______________________________

**LEADER’S NAME:** ______________

<table>
<thead>
<tr>
<th>+</th>
<th>−</th>
</tr>
</thead>
<tbody>
<tr>
<td>• ...</td>
<td>• ...</td>
</tr>
</tbody>
</table>

**I WOULD:**
- WANT TO HEAR MORE ABOUT THIS.
- JOIN THIS TEAM. WHY?
- INVEST IN THIS TEAM.
- BUY THIS PRODUCT.

---

**Being Coachable**

Credit: Marcoronaldo7
Being Coachable 1/2

“Coachability is the willingness to be corrected and to act on that correction.

“When we are coachable, we are prepared to be wrong. We can withstand a high degree of candor.

“We are willing to let others evaluate — and perhaps even plumb the depths of our performance because we understand that the journey of personal development cannot be traveled alone.”

Timothy R. Clark

Being Coachable 2/2

- Listen attentively. Take notes.
- Don’t fake sincerity. Don’t waste our time.
- Consider how to apply the feedback.
- Own it. Fix your problems and improve your strengths.
Elevator Pitch Practice

THE FIRST PITCH IS THE HARDEST.

ROUND 2 - PITCH WORKSHOP

Pitches

◦ Strong opening (a Punch in the Nose, or PIN)
◦ Need
◦ Approach
◦ Benefits at the given cost
◦ Competition (and why yours is superior)
◦ Financials (amount needed, use and returning how much by when)
◦ Close with “The Ask”
Checklist

✓ Pitches more impactful? Inspired our interest?
✓ Pitches generated “investor” interest?
✓ Finished strong just within time limit?
✓ Found feedback helpful?
18 Intellectual Property Protection

by Rik Reekum, PhD
Intellectual Property in (IT) Venturing

Monday 22-08-2016

Rik van Reekum

Son of a mechanical engineer and a bookkeeper
Married and two children (11 and 9 years old)
✓ University of Groningen; two years Law, BBA HRM (Hanze polytech), MSc and PhD in M&O
✓ Dissertation on Patent Management in Big Pharma Innovation
✓ Radboud University of Nijmegen; Strategy, Marketing, Innovation
✓ TNO: Innovation policy consultant
✓ University of Leiden: Strategic Marketing and Science-based Business (Master track Natural Sciences)
✓ University of Twente: NIKOS (NPM for IDE, I&E for AT, CreaTe and IBA, minor IE&BD)
Relevance of IPRs for (IT) business?

- Why do you need to know about this in starting up?
- Why do people want ownership of ideas?
- Why do others object to this notion?
- Why did governments (as legislators) actually develop IPR laws as instruments to foster innovation?
- What data source can provide you with information on existing technology solutions?
- What data source can provide you with information on competitors’ technology developments?

Purpose:
Assessing technology risks by using patent information for business planning

What do you need to know then?

Agenda:
- General introduction on Intellectual Property Rights
- Patent information and searching
- Risk and Freedom to Operate
- Costs and Revenues in exploiting IPRs; Licensing

→ Specify the technologies needed as detailed as possible!
Context: NPD and IP in the TLC

Life cycles and survival rates of projects and companies; not a deterministic process.
NIKOS

Open Innovation process as a Bow-net

NIKOS

Most common IPRs

Patents

Copyright

Trademarks

Designs
Legal right | What for? | How?
--- | --- | ---
Patents | New inventions | Application and examination
Copyright | Original creative or artistic forms | Exists automatically
Trade marks | Distinctive identification of products or services | Use and/or registration
Registered designs | External appearance | Registration*
Trade secrets | Valuable information not known to the public | Reasonable efforts to keep secret

### IP Rights

<table>
<thead>
<tr>
<th>IP RIGHT</th>
<th>What is Protected?</th>
<th>Rules about formality</th>
<th>Issued by</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patent</td>
<td>An exclusive right to an invention</td>
<td>International treaties on formalities, EU-regulation and national legislation</td>
<td>National IP office or EPO issues. It then requires validation according to national procedure to become national patent.</td>
</tr>
<tr>
<td>Utility Model</td>
<td>An exclusive right to a &quot;small invention&quot;</td>
<td>National Legislation</td>
<td>National IP office</td>
</tr>
<tr>
<td>Trademark</td>
<td>An exclusive right to a business identifier such as a word or a logo</td>
<td>International treaties, EU-regulation and national legislation</td>
<td>National IP office or OHIM</td>
</tr>
<tr>
<td>Design</td>
<td>An exclusive right to a specific design of a product</td>
<td>International treaties, EU-regulation and national legislation</td>
<td>National IP office or OHIM</td>
</tr>
<tr>
<td>Copyright</td>
<td>An exclusive right to a creative, intellectual, or artistic forms or &quot;works&quot;.</td>
<td>International treaties, EU-regulation and national legislation</td>
<td>Does not require registration in many countries – but can be registered in UK and in USA.</td>
</tr>
<tr>
<td>Geographical indications (designation of origin)</td>
<td>An exclusive right to present on a good a specific geographical origin as sign of quality</td>
<td>International treaties, EU-regulation and national legislation</td>
<td>Appropriate national office</td>
</tr>
</tbody>
</table>

Trade secrets
Some IP found in a mobile phone

Trademarks:
• Made by "Nokia"
• Product "N95"
• Software "Symbian", "Java", etc.

Patents:
• Data-processing methods
• Semiconductor circuits
• Chemical compounds, etc.

Copyrights:
• Software code
• Instruction manual
• Ringtone, etc.

Trade secrets:

Designs (some of them registered):
• Form of overall phone
• Arrangement of buttons in oval shape
• Three-dimensional wave form of buttons, etc.

What do IPRs do?

IPRs provide exclusive rights for the exploitation of ideas by the rightful owner = monopoly? → it is a prohibitive right ...

Material vs. Immaterial assets Knowledge vs. information
NIKOS

Patent function taxonomy

- Appropriation
- Protection
- Incentive
- Dissemination
- Performance
- Portfolio
- Asset
- Liability

- Inactive
- Reactive
- Active
- Proactive

NIKOS

What purpose these functions serve?

<table>
<thead>
<tr>
<th>Attributed function</th>
<th>Inherent function</th>
<th>Utility purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asset</td>
<td>Incentive</td>
<td>Investment</td>
</tr>
<tr>
<td>Portfolio component</td>
<td>Appropriation</td>
<td>Positioning</td>
</tr>
<tr>
<td>Liability</td>
<td>Protection</td>
<td>Exclusion</td>
</tr>
<tr>
<td>Performance Indicator</td>
<td>Dissemination</td>
<td>Reputation</td>
</tr>
</tbody>
</table>
What is patent information?

The information found in patent documents and associated databases. It includes technical, legal and business-related information.

Questions to be answered with patent information

- What solutions exist to a technical problem?
- Is my invention patentable?
- Am I infringing someone's patent or am I free to use it?
- What technologies are my competitors developing?
- Who's strong in a (new) technology field?
Which solutions exist for a technical problem?

How can you find the relevant patents?

International Patent Classification (IPC)

The IPC is a hierarchical system. You can click through the items, narrowing down the problem area you are interested in.
The IPC/CPC has a hierarchical structure:

<table>
<thead>
<tr>
<th>Sections</th>
<th>A, B, C, D, E, F, G, H</th>
</tr>
</thead>
<tbody>
<tr>
<td>Classes</td>
<td>e.g. A47</td>
</tr>
<tr>
<td>Sub-classes</td>
<td>e.g. A47J</td>
</tr>
<tr>
<td>Groups</td>
<td>e.g. A47J37</td>
</tr>
<tr>
<td>Sub-groups</td>
<td>e.g. A47J37/06</td>
</tr>
<tr>
<td>ECLA = European Classification</td>
<td>= IPC + ECLA sub-groups</td>
</tr>
<tr>
<td></td>
<td>e.g. A47J37/06C</td>
</tr>
<tr>
<td></td>
<td>e.g. A47J37/06C3</td>
</tr>
</tbody>
</table>
Am I infringing a patent? = RISK \( \rightarrow \) FtO

- For planning, check legal status of patent documents! Codes: https://www.epo.org/searching-for-patents/legal/inpdoc.html
- For real-life action (e.g., investment): To be sure about the legal status and its consequences, ask the patent office / patent professional / patent attorney (interpretation!).
- Sometimes a person not trained in patent law cannot judge whether there is an infringement or not (it depends on the patent claims and these are difficult to interpret).
- Furthermore, you may not have found all relevant patents (ask a search professional for help).
- Patent infringement and freedom to operate should also be checked by an experienced patent professional / patent attorney.
### What technologies are my competitors developing?

<table>
<thead>
<tr>
<th>Technology class</th>
<th>Proprietor</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>C12N 15/12</td>
<td>Co. 1</td>
<td>10/05/1989</td>
</tr>
<tr>
<td>C12N 15/75</td>
<td>Co. 2</td>
<td>10/05/1989</td>
</tr>
<tr>
<td>C12N 15/12</td>
<td>Co. 3</td>
<td>10/05/1989</td>
</tr>
<tr>
<td>C12N 15/75</td>
<td>Co. 4</td>
<td>10/05/1989</td>
</tr>
<tr>
<td>C12N 15/75</td>
<td>Co. 5</td>
<td>10/05/1989</td>
</tr>
</tbody>
</table>

### Related patent applications per period

<table>
<thead>
<tr>
<th>Company</th>
<th>Related Patents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Co. 1</td>
<td>220</td>
</tr>
<tr>
<td>Co. 2</td>
<td>210</td>
</tr>
<tr>
<td>Co. 3</td>
<td>190</td>
</tr>
<tr>
<td>Co. 4</td>
<td>180</td>
</tr>
<tr>
<td>Co. 5</td>
<td>170</td>
</tr>
</tbody>
</table>

Company 1 applied for 220 patents in period 1.
**Patent maps**

**Bibliographic data:**
Statistical analysis of structured information

- Time series
- Citation tree
- Pie chart
- World EPC
- Patent maps

**Abstract description and claims:**
Text mining of unstructured information

**Competitors’ Technology?**

- **Proprietary:**
  - Patent database
    - IPC class: *technology positioning*?
    - Technology equivalence: *freedom-to-operate*?
    - Innovation strategy & complementary technologies: *need-to-partner*?

- **Non-proprietary:**
  - Internet scanning
    - Clues and leads?
    - Applications?
    - Etc.
What is a license?
- A (private) contract, and
- Contracts are free
- But limited by competition law (e.g., compulsory licensing)

Do I need a patent to grant a license?
- No, not even a legal title, but an exclusive position, e.g.,
  - Trademark
  - Trade secret
  - Know how
  - Combination of patent and know how

Patent license
- **Basic clause:**
  - Right to use, have used, make, have made, sell, have sold products/services which, but for the license granted herewith, would infringe one or more claims of the LICENSED PATENT RIGHTS
- **Possible limitations:**
  - Field
  - Territory
  - Exclusivity
    - Exclusive
    - Sole
    - Non-exclusive
  - Duration

Technology licensing often exclusive, why?

Suppose: you have developed hardware which can improve the performance of electron microscopes; there are 5 OEM (manufacturers) with about equal market shares. What kind of license do you want to grant?
Financial terms

- Most usual (at least in technology licensing):
  - Royalties on sales
  - Minimum annual royalties
  - Up-front payments
  - Milestone payments

- Sometimes
  - Profit sharing
  - Purchase agreement
  - Lump-sum

Licensing: royalty rate ranges

<table>
<thead>
<tr>
<th>Industry</th>
<th>Rates (%)</th>
<th>in the USA:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aerospace</td>
<td>2-15</td>
<td>1991 $15 billion</td>
</tr>
<tr>
<td>Chemical</td>
<td>1-10</td>
<td>1997 $100 billion</td>
</tr>
<tr>
<td>Health Care Equipment</td>
<td>5-10</td>
<td>2005 $500 billion</td>
</tr>
<tr>
<td>Electronics</td>
<td>3-12</td>
<td>at IBM:</td>
</tr>
<tr>
<td>Medical Equipment</td>
<td>3-5</td>
<td>-2000 $1.0 billion</td>
</tr>
<tr>
<td>Software</td>
<td>5-15</td>
<td>2001 $1.5 billion</td>
</tr>
<tr>
<td>Semiconductors</td>
<td>1-12</td>
<td>at Universities:</td>
</tr>
<tr>
<td>Pharmaceuticals</td>
<td>8-20</td>
<td>2008 $577 million</td>
</tr>
<tr>
<td>Diagnostics</td>
<td>2-5</td>
<td>for Lonnie Johnson:</td>
</tr>
</tbody>
</table>

Source: Fundamentals of Intellectual Property Valuation... Anson & Suchy / American Bar Association / 2005
Technology and IP in the business plan?

- Product and service:
  - Solution to which problem?
- Applications and IP position:
  - Substitutes and freedom to operate?
- Competition and adoption:
  - Relevant patents with legal status?
- Risks and reduction:
  - Complementors and partners?
- Costs and revenues involved
  - What to in-license and do we out-license?

Questions?
19 Case Study: I Create Wellness 2020

by Ben Kokkeler
Today’s programme

- Us, your presenters, and you, expectations?
- Social innovation with ICT, why and for whom?
- iCW in a birds eye view
- iCW – OI characteristics
- iCW – lessons learned so far
- iCW – lead partner TinyEYE
Today’s programme

• Us, your presenters
• Social innovation with ICT, why and for whom?
  • iCW in a birds eye view
  • iCW – OI characteristics
  • iCW – lessons learned sofar
  • iCW – lead partner TinyEYE
Youth(care) e-health applications

Personal lifecycle portfolio

Wellbeing

Life cycle versus wellbeing

EntrepreneurialU / Startify 2016
Personal lifecycle portfolio

Omgeving inschakelen om bij huishouden te ondersteunen en de boel in de gaten te houden

Familie Dabbert

Opvoedingsondersteuning

Opleidingstrak bij Apollo Vredestein

Schuldhulpverlening

Psychologische behandeling depressie en alcoholmisbruik

Tijdelijke uithuisplaatsing

Ondersteuning huishouden

Jelle

Douwe

Doutzen

Brechtje

Familie Dabbert

Familie Dabbert herstelt zich

Omgeving inschakelen om bij huishouden te ondersteunen en de boel in de gaten te houden

Jelle

Douwe

Doutzen

Brechtje

Familie Dabbert

Opvoedingsondersteuning

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Psychologische behandeling depressie en alcoholmisbruik

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iCW2020 – position

• The citizens world central, in a direct and hands-on way
• Alignment with processes and IT infrastructures of the systems world of (public health)organisations
• A (half)open innovation network of IT companies, branch organisations and health and welfare organisations
iCW2020 – activity fields

The citizen is the central point of view - professionals and organizations are building a network around the citizen and his personal network.

Big data is used to create a smart system - that facilitates search and cooperation processes for citizens and professionals.

Open standards and smart validation methodologies (based on LEAN start up) – speed up and open up new e-health applications.
Deliverables

Expert network – covering ICT, informal and formal health, innovation researchers, business developers

Network organisation – three umbrella organisations, eight ICT companies, four health organisations, two universities

New business - six validated business propositions

Meta data standards – validated user profiles

OI technical facilities - an open platform for app validation

Dissemination – website and scientific publications

Today’s programme

• Us, your presenters
• iCW in a birds eye view
• iCW – Open Innovation characteristics
• iCW – lessons learned sofar
• iCW – lead partner TinyEYE
Open Innovation Approach

• Overarching themes
  • OI community creation
  • Valorisation
  • Meta data generation
• Three clusters for action research – three meta data harvesting strategies
• Three network organisations that open their membership meetings for valorisation workshops
• Scientific partners

Focus themes of the 3 clusters

• Informal care in communities of former patients (addicts) with a focus on addiction treatment and prevention. Purpose is to mobilise the citizen’s social network, to enhance his coping capacities and resilience, to enable him to sustain his network and invite professionals in it where needed. (Based on the concept of the Recovery Academy)
• Guidance to and creating the fit with care enabled by digital personal care and welfare portfolios. The main aim is prevention by preservation of social participation and autonomy of decision making. Quality of networks between citizens and professionals is crucial.
• Gamification of practice learning environments where (ex) clients and professionals work, reflect and learn together. Main challenge is to engage people with low language skills, to support them with visualised materials and dynamic learning scenarios.
Today’s programme

• Us, your presenters
• iCW in a birds eye view
• iCW – OI characteristics
• iCW – lessons learned so far
• iCW – lead partner TinyEYE

Lessons learned

Rules of the OI game ….. can not be imposed

Project work on new applications or ….. Co-development of existing applications

Quick dedicated programming for a common purpose or ……… iterative, scrumming approaches including some redundancy

In kind participation needed for joint meetings, that can not be combined with productive work in the primary process of an sme or start up, can not be relied upon …..

Governmental participation is vital: upfront investment in cooperation, in knowledge dissemination & research
20 Case Study: TinyEYE

by Paul Jenkins
1 in 5

Human Life Cycle

dependence...... ......dependence
language development ................................
..................(multilingual) career.
...disability & restricted mobility
............chronic illness
Online speech therapy

TinyEYE Europe

Makes speech therapy better, more fun, reachable for all

Convenience

- Anyone
- Anytime
- Anywhere
TinyEYE in action
TinyEYE in action
**History of TinyEYE Europe**

**Founding Years**
- 2009 – 2014
  - Company formed through contract with TinyEYE Canada
  - On-Orion Logistics
  - Prototype developed based on TinyEYE

**2010 – 2014**
- Diversification
  - Security market
  - Health care market
  - Mobile market
  - Video Security market

**2012 – 2016 & Beyond**
- Training APIs
  - Acting Schools
  - EMI
  - Inclusive model

**Expansion & Acceleration Years**
- 2016 & Beyond
  - Large market
  - Urban markets
  - Cloud market

**Public and private partners**

- **Public**
  - Government
  - Semi-government
  - Universities

- **Private**
  - Entrepreneurs
  - Investors
  - Inclusive model

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or by Contributing Speakers
Markets by Region

- **Present Markets**
  - Netherlands
  - Germany
  - Czech Republic

- **Future Markets**
  - Scandinavia
  - UK
  - Ireland
  - Belgium
  - Italy
  - Rest of Europe

TinyEYE for migrants
www.tinyeye.eu

Paul Jenkins, paul@tinyeye.eu
Elisa Gielen, elisa@tinyeye.eu
21 Career Planning and Success

by Isabella Hatak and Michel Ehrenhard
CAREER PLANNING AND SUCCESS

Isabella Hatak & Michel Ehrenhard
NIKOS, University of Twente, NL

I AM... NIKOS

• My background – that's where I come from.

• My interests...

NIKOS, University of Twente.
**WORKSHOP OBJECTIVES**

This workshop will help you to:

- develop a clear vision of what career and specifically entrepreneurial success means to you
- examine what motivates you and why
- set specific, achievable short- and long-term career goals
- develop critical thinking and decision-making skills
- pinpoint your personality traits, values, entrepreneurial skills and interests
- improve your self-image
- become an effective speaker and an active listener
- appreciate diversity and reject stereotypes and prejudice

---

**OUTLINE**

<table>
<thead>
<tr>
<th>Date</th>
<th>During the Session</th>
<th>Before the Session</th>
</tr>
</thead>
<tbody>
<tr>
<td>23/08</td>
<td><strong>Discussion: Career Success</strong></td>
<td><strong>Online Assessment:</strong> Individual (entrepreneurial) skills profile</td>
</tr>
<tr>
<td>Isabella Hatak</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Peer-Group Coaching: Accomplishing Career Goals</strong></td>
<td></td>
</tr>
<tr>
<td>25/08</td>
<td><strong>Discussion: Entrepreneurial Career Paths</strong></td>
<td><strong>Online Assessment:</strong> Individual (entrepreneurial) skills profile</td>
</tr>
<tr>
<td>Michel Ehrenhard</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Reflection: Individual Entrepreneurial Skills Profile</strong></td>
<td><strong>Online Assessment:</strong> Individual (entrepreneurial) skills profile</td>
</tr>
<tr>
<td></td>
<td><strong>Presentation and Discussion: Habits of Highly Effective People</strong></td>
<td></td>
</tr>
</tbody>
</table>
Online Assessment of Your (Entrepreneurial) Skills

- Please fill in the survey until **23-08, 10 p.m.** by clicking on the link below:
  https://docs.google.com/forms/d/e/1FAIpQLSfqYeqGV8Pvz-u6emz1uKM9MdZnaHTP_5eFy6WTsGv0pG9Xw/viewform?usp=send_form

Your individual profiles/results will be discussed on the 25-08, outlining:

- what your strengths are, where you might want to improve, and your potential pitfalls
- how you compare to your fellow students: what are your unique selling points?

- The more honestly you answer the questions, the more useful the assessment!

---

Career Success

"Success is a journey, not a destination."
INDIVIDUAL EXERCISE 1

1. Which people are/were successful in their career?
2. Write down their names!
3. Underline the most successful one.
WHAT IS CAREER SUCCESS?

INDIVIDUAL EXERCISE II

4. Now, what makes you believe that this person achieved career success?

TALK IT OUT

SHARE THE SUCCESS INDICATORS THAT ARE IMPORTANT TO YOU AND IDENTIFY THOSE INDICATORS AS INTRINSIC OR EXTRINSIC

Intrinsic (self-satisfaction, community involvement, health)
- Rewards that come from within you

Extrinsic (money, fame, image)
- Rewards that come from external sources

YOUR INDICATORS OF CAREER SUCCESS!

Your responses to question 4 give you an indication of...

- how you will know you have achieved success (indicators of success – financial (basic, security), social/relational (esteem), personal (self-actualization), etc.)
- what your target career can be and why it is important to you
What drives human behavior?

Extrinsic aspirations (approval, external signs of worth)
- Wealth
- Fame
- Image

Intrinsic aspirations (basic human needs)
- Personal growth
- Close relationships
- Community involvement
- (Health)
Does it matter?
FINDINGS

- **intrinsic aspirations** → **intrinsic outcomes**
  - family, friends, health, personal growth, community
- **extrinsic aspirations** → **extrinsic outcomes**
  - career, salary, fame

- **intrinsic outcomes** → **life satisfaction, self-esteem, positive feelings**
- **extrinsic outcomes** → **anxiety, physical ailments, negative feelings**

**WHAT IS CAREER SUCCESS?**

**INDIVIDUAL EXERCISE III**

5. **Which resources** do you think **this person needed** to achieve this success?

**TALK IT OUT**

SHARE THE RESOURCES THAT YOU PERCEIVE AS IMPORTANT TO SUCCESS
Your responses to question 5 give you an indication of...

- what resources will be needed to achieve success
  - education
  - financial resources (home)
  - support network (family, friends, colleagues)
  - time/experiences (travel, hobbies), etc.

What makes a good career goal?
THE IMPORTANCE OF PERSONAL GOAL SETTING

Goal: a target
- think of it as a reward at the top of a ladder; you must climb the ladder before reaching the reward
- goals provide focus; increase self-concept; and help overcome procrastination, fear, and failure
- setting goals will help you become more successful in your career (make career plans clearer and more meaningful)

Influences of goals
- as a goal is reached, you will experience motivation and self-confidence
- set goals in the major areas of your life including personal, career, financial, educational, and physical

HOW TO SET GOALS

- Achieving short-term and long-term goals is like climbing a ladder

- Goals need to be put into writing
  - Set long-term goals
  - Set short-term goals for reaching long-term goals
HOW TO SET LONG-TERM GOALS

- **Long-term goals**: reached within a time frame of approx. 3 years
  - setting a long-term career goal starts with thinking of *what you want to accomplish in your life*
  - from your list of accomplishments, choose the *one you most value*
  - keep the goal *realistic, attainable, measurable, and important* (have a reason for the goal)

HOW TO SET SHORT-TERM GOALS

- **Short-term goals**: goals that can be reached within a year’s time
  - referred to as *objectives* in businesses
  - set to *help reach long-term goals*
  - keep them *realistic, achievable, measurable, and important* to you
SMART METHOD

**Specific**
Identify what you want to accomplish or quantify

**Measurable**
Identify how you know when you have achieved it

**Achievable**
Challenging, yet attainable and realistic

**Relevant**
Make it meaningful to you

**Time-based**
Attach a specific time to reach the goal

---

GOAL ASPECTS

- **Own the goal**
  - each goal must belong to you
  - YOU need to decide what your goals will be

- **Control the goal**
  - know what resources and constraints are involved
  - priorities: determine what needs to be done and in what order
  - you may need to adjust your priorities to reach your goals
  - be flexible and maintain realistic control
PEER-GROUP COACHING

1) set your long-term career goal and the associated short-term goals
2) present them to your peers and get the assistance you need
3) provide assistance yourself to the group

INDIVIDUAL EXERCISE

1. Reflection - Values: What do you value most in life?
2. Reflection - Purpose/Focus/Direction: Where are you going in life?
3. Dreams = long-term Career Goal: What will you be/do in three years from now? (Define it the SMART way, specific/measurable/achievable/relevant/time-based!)
4. Objectives/Activities = Short-term Career Goals: What specific steps are you taking to achieve your goals, in the next months, half year, year, …?

Now, in order to foster your successful goal setting and achievement, please fill out your personal goal setting form. (15 min.)
Finally, it is time for peer-group coaching

1) to find out whether some activities/resources critical to your goal achievement may be missing (by answering your colleagues’ questions),

2) to get inspired by your colleagues’ career roads as well as

3) to support them in terms of specifying, arranging their activities/resources (smaller steps) critical to their career success (by asking them questions).

How?

Please form teams of 3 (A-B-C),

1) A presents his/her 3-year goal and how s/he intends to achieve that starting in Aug 16 with the associated smaller 1-year goals/steps, B asks critical questions, C makes notes for A and keeps the time (max. 5 min.),

2) Next, B presents, C asks questions and A makes notes for B and keeps the time (max. 5 min.),

3) Finally, C presents, A asks questions, and B makes notes for C and keeps the time (max. 5 min.).

GOAL STATEMENT

2 PEER-GROUP COACHING

2 important skills for a coach:

✽ Listen effectively ➔ let your client do most of the talking, remember that silence provides valuable thinking time (you don’t always have to fill silence with the next question)

✽ Ask good questions ➔ ask open questions (not closed ones that call for a yes/no answer)

Sample Questions:

GOAL ACHIEVING – PROCESS (process perspective)

> What will you do now, and when? What else will you do?

> What could stop you moving forward? How will you overcome this?

> How can you keep yourself motivated?

GOAL ACHIEVEMENT – END (future perspective)

> How will you know that you have achieved your 3-year goal?

GOAL ACHIEVING – START (present perspective)

> What are the steps that you are currently taking/ will take asap towards your goal?

> What do you need to stop doing in order to achieve this goal?

> What else could you start doing to achieve your goal? What are the advantages/disadvantages of every option?
“Success is a journey, not a destination.”

**ENTREPRENEURIAL CAREER PATHS**

**LINEAR ENTREPRENEURIAL CAREER PATH - DOES IT EVEN EXIST?**

- **Soichiro Honda** (job interview Toyota – rejected)
- **Stephen King** (first novel – rejected – garbage – wife’s resubmission)
- **Thomas Edison** (999 times – 1000th attempt – a new way how to not invent the lamp)
- **Oprah Winfrey** (fired from her job - not fit for TV)
- **Bill Gates** (idea of creating a computer that has a graphical interface and a mouse rejected when he first submitted it)
LINEAR ENTREPRENEURIAL CAREER PATH - DOES IT EVEN EXIST?

- **Walt Disney** (fired by a newspaper editor – started a number of businesses that didn’t last too long and ended with bankruptcy and failure – he kept plugging along)
- **Albert Einstein** (did not speak until he was four and did not read until he was seven – expelled from school and was refused admittance to the Zurich Polytechnic School)
- **Vincent Van Gogh** (sold only one painting – he plugged on with painting, sometimes starving to complete his over 800 known works)
- **Steven Spielberg** (rejected from the University of Southern California School of Theater, Film and Television three times – attended school at another location, only to drop out to become a director before finishing – thirty-five years after starting his degree, Spielberg returned to school in 2002 to finally complete his work and earn his BA)

LINEAR ENTREPRENEURIAL CAREER PATHS - SOMETIMES IT MAY BE WISE TO SWITCH ROADS...

- Colonel Harland Sanders was fired from a variety of jobs throughout his career before he first started cooking chicken in his roadside Shell Service Station in 1930, when he was 40 years old, during the Great Depression.
- His gas station didn’t actually have a restaurant, so he served diners in his attached personal living quarters.
- Over the next 10 years, he perfected his “Secret Recipe” and pressure fryer cooking method for his famous fried chicken and moved onto bigger locations.
- However, as the interstate came through the Kentucky town where the Colonel's restaurant was located in the 1950s, it took away important road traffic, and the Colonel was forced to close his business and retire, essentially broke.
- Worried about how he was going to survive off his meager $105 monthly pension check, he set out to find restaurants who would franchise his secret recipe—he wanted a nickel for each piece of chicken sold. He drove around, sleeping in his car, and was rejected more than 1,000 times before finally finding his first partner.
You don’t have to start early to become the richest man in the world. 

Mori was an economics professor until he left academia at age 55 to become a real estate investor in 1959.

Mori had recently inherited a couple of buildings from his father, and he jumped headfirst into Tokyo’s real estate scene. Mori started his second career by investing in the Minato ward where he spent his childhood, and within a matter of years he was presiding over Japan’s real estate boom.

When Mori died in 1993, he was Forbes’ two-time reigning world’s richest man with a net worth of around $13 billion.

He was something of a Japanese precursor to Warren Buffett, though. Mori never seemed totally comfortable with the fame and fortune his second career won him. He dressed traditionally, abstained from alcohol, and lived a fairly modest life.

Succeed by finding out what your career aspirations are, matching them with your resources, and planning the steps/goals towards actualizing those aspirations – to live your dreams both in self-employment and in employment (in a linear or non-linear way)!

1. DO
2. IT
3. FOR
4. YOU

CONCLUSION
22 LinkedIn for Startups

by Menno Both
Let’s Meet
Menno Both / Both social

Connect on ….
• Facebook.com
• Twitter.com
• linkedin.com
• Pinterest.com
• Instagram.com
About me

Founder Both Social
Enschede
Formula 1
Travel
Italian football reporter

Everybody knows FACEBOOK, TWITTER & LINKEDIN

But SOCIAL MEDIA is more …..
OH MY GOD!!!!

I need to put that on my Pinterest!
Back in the days ...
LinkedIn history

- Started in 2002
- Business network
- Slogan “Relationships matters”
A NEW Way of Doing Business

Het belang van een sterk netwerk

6° of separation

Credit: Social: Mensen en merken verbinden
6 degrees of separation
- Eerste, tweede en derde graads netwerk

Elisa Gielen
Director at TinyEYE, Netherlands
Bureautisch / Online Marketing

Paul Jenkins
CEO at iScribe BV, Netherlands – E-Learning

Tiffany D. 
Freelance Copywriter
Amsterdam Area, Netherlands – Writing and Editing

Editors: 'Wij reageren op berichten van de 1%. Onze mening doet er immers toe!'

6 degrees of separation - Eerste, tweede en derde graads netwerk

1. Kies een duidelijke profiel foto
2. Geef een omschrijving van je werkzaamheden
3. Pas je adresgegevens aan
4. Kies een eigen LinkedIn URL

Original Material Copyright 2016 SVPI, LLC
or by Contributing Speakers
LinkedIn

Samenvatting

Namens het pas zo goed als jaar!
Er is een moment dat je realiseert dat je beter zelf moet beginnen.

Blijf jezelf overtuigd dat de dingen die je nu doet de toekomst zijn?

Gebruik de tijd die je hebt voor jezelf en je kinderen.

Gebruik de tijd die je hebt voor jezelf en je kinderen.

LinkedIn experience

Social Media

DTP/Prepress

Geçmiş olarak<br>

DTP/Prepress<br>

Vergangene Erfahrungen<br>

DTP/Prepress<br>

Gemeinsame Erfahrungen
Example advanced search

Keywords: Business; process; management
Title: director;
Company: ASML

LinkedIn
Werken zonder premium

* Naam (Google is your friend)
Both Social - Mensen en merken verbinden

Introductieverzoek

Wie moet de introductie verzorgen?
Waargenomen gedeelde connectie tussen u en Frank Weertman

Nodig Desiré van den Beld uit voor uw netwerk op LinkedIn

Belangrijk: Nodig alleen mensen uit die u goed kent en die u kennen. Lees waarom.
Wie bekeek mijn profiel

Influential: ‘Wij plaatsen veel informatie online, hebben een groot online netwerk en hebben veel invloed op anderen.’

Editors: ‘Wij reageren op berichten van de 1%. Onze mening doet er immers toe!’

Audience: ‘Wij lezen en kijken naar de informatie die vermeld staat in de social media kanalen.’

LinkedIn Groups!

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or by Contributing Speakers
Gerichte reclame
Bereik uw ideale klanten met LinkedIn Ads.

Aan de slag  Beheren

Nieuwe klanten werven voor uw bedrijf

Volg ons op:
Twitter - @bothsocial
Facebook - fb.com/bothsocialmedia
Slideshare - slideshare.net/bothsocial

Thank you!
23 Innovation Workshop

by Thomas Boerrigter and Simon Zomerdijk
Why innovation?
The Innovation Challenge: Value creation through innovation!

A company that wants to lead, needs a culture of non-stop experimenting!

R.O.I. on product development is depending on decision-making in the development process!

Survival is depending on the degree to which companies are able to adapt to changes in the market!

Disruptive innovation: iPhone vs. Blackberry, WhatsApp vs. SMS, Facebook vs. Hyves, 3D printing vs. .......

Collaboration and knowledge sharing (triple helix) strengthens the innovative power!

The pace of change has increased; it is important that the pace of innovation in enterprises also increases!

What is innovation?

- New?
- Radical?
- Tangible?
- Hi-Tech?
- Developed by the private sector?
- A buzzword? (Example globalization, sustainability, best practices ..)

Invention: the generation of a new idea, concept or device

Innovation: invention + commercialization

"Production or adoption, assimilation, and exploitation of a value-added novelty in economic and social spheres; renewal and enlargement of products, services, and markets; development of new methods of production; and establishment of new management systems. It is both a process and an outcome."
The first electric bicycles were developed in 1888!
“Necessity is the mother of innovation”

Penicillin  
Jerry can  
Pressurized cabin  
Radio navigation  
Radar  
Synthetic rubber and oil  
Jet engine  
Nuclear energy  
Computer  
Combat rocket V2 ("Vergeltungswaffe")

But also: Radar technology, developed by the government in the 70s for military purposes, has been used by Apple for the iPhone!
New for whom?

Military aviation

Head-Up Display (HUD)

Automotive Industry

Source: Ritch Kayzam, Microsoft & Ian Morris, MIT, with permission
New for whom?

Standardization in the meat industry

McDonalds

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In supermarkets in the Netherlands, there are each year about 1,200 new products introduced (about 3-4 per day)!

But watch out!!
How do I create innovation?

This form characterizes 5 types of 'users' of innovation, individuals who adopt new ideas / products / services rapidly.

The five categories: 1. Innovators (2.5%), 2. Early adopters (13.5%) 3. Early majority (34%) 4. Late majority (34%) 5. Laggards (16%)

How do I introduce innovation in the market?

This form characterizes 5 types of 'users' of innovation, individuals who adopt new ideas / products / services rapidly.

The five categories: 1. Innovators (2.5%), 2. Early adopters (13.5%) 3. Early majority (34%) 4. Late majority (34%) 5. Laggards (16%)
24 Business Skills

by Isabella Hatak and Michel Ehrenhard
BUSINESS SKILLS WORKSHOP

ASSESSMENT
DISCLAIMER

Drawbacks of “survey research”

- How long did it take you to fill out?
- Good exercise for your master thesis if you do survey
- Self-report: why potential problem?
- Social desirability
- ‘Normal’ people are not consistent
- Some items should score comparable, was that the case?
- Possible calculation mistakes (had to do by hand 😞)
- Etc.

WHAT DID WE ASK?

- Big Five — international short version
- Information processing (cognitive style)
- General self-efficacy
- Learning orientation
- Proclivity for improvisation
- Entrepreneurial intent
- Behavioral activation/inhibition system (BAS/BIS)
- Procrastination
- Mindfulness
BIG FIVE (I)

- Adapted version of Saucier Big Five mini markers (40 items) by Thompson for international audience – 5 pt scale

Dimensions
- Extraversion: outward oriented versus inward oriented
- Intellect / Openness: openness to experience, reflecting, understanding
- Emotional Stability: stable versus emotional variance
- Conscientiousness: eye for detail, precise
- Agreeableness: easy going with others, conflict avoidant
- Successful entrepreneurs: on average high on all except agreeableness, why?

![Diagram showing the distribution of scores for each dimension of the Big Five personality traits. The scores range from 1 to 5.]
INFORMATION PROCESSING

- Epstein
- Many different ways to measure thinking style: linear, rational, system 2, etc. versus nonlinear, associative, system 1
- Kahneman got Nobel prize for research into decision making biases
- Also strong neurological evidence for two systems

![Diagram showing linear and nonlinear thinking styles with scores]

GENERAL SELF-EFFICACY

- Bandura adapted by Schwarzer et al.
- Self-efficacy = to what extent do you think you can reach a result
- Usually specific behavior, this a general measure
- People who believe they are good at something usually perform better, even with equal skill level (!)

![Diagram showing general self-efficacy with scores]
LEARNING ORIENTATION

- Related to goal setting (Locke) by Van Yperen & Janssen
- Mastery versus performance
- Mastery = becoming better at something (i.e. mastering), internal oriented
- Performance = obtaining a goal, external oriented / comparative to others
- Mastery goal is better for performance, combination also good

![Mastery vs Performance Graph]

PROCLIVITY FOR IMPROVISATION

- Hmielesky & Corbett
- Creativity-bricolage: being creative and improvising in the moment
- Pressure-stress: can you work under pressure / stress
- Action-persistence: how determined are you?
- Also overall score (average over all 3)

![Proclivity for Improvisation Graph]
ENTREPRENEURIAL INTENT

- Thompson
- Simply the intent you have to start a venture in future
BIS/ BAS

- Carver & White about motivations
- Based on activity in brain regions
- BAS: Behavioral Approach System: move to something desired (hope)
- BIS: Behavioral Inhibition System: move from something unpleasant (fear)
- Sensitivity for different types of incentives: reward vs punishment
- Extremes especially interesting: impulsivity vs anxiety/neuroticism
- ! Mind that low score means high on BIS / BAS
PROCRASTINATION

- Lay
- Delaying work that needs to be done
- Many people, even Nobel prize winners experience
- https://www.youtube.com/watch?v=4P78S157z

MINDFULNESS (I)

- Deci & Ryan
- Attention and awareness in the present
- Enormous evidence of positive effect on emotional and physical wellbeing
- Meditation is one way to improve but so is mindful activity (e.g. gardening)
- Thoughts are just thought and not facts, i.e. true; mindwandering is source of unhappiness; very interesting research by Bohlmeijer et al. right here at UT!
- Being mindful of not being mindful is also being mindful 😊
- https://www.ted.com/talks/andy_puddicombe_all_it_takes_is_10_mindful_minutes
MINDFULNESS (II)

FUTURE CAREER

- Now think about the job you described in the previous session
- Do your traits and dispositions fit this job?
- What might be barriers to achieving success in this job?

Assignment
- Take 5 minutes to look at your scores
- Then discuss with your neighbour, try to be mindful of what she is saying, ask questions and after 10 minutes switch roles (or when 3 take 7 min)
- Prepare to orally present about at least one potential barrier
QUESTIONS?
25 Network Building Workshop

by Rainer Harms, PhD
Learning goals of this session

- What is the network perspective?
- What are the functions of networks?
- Under what conditions can entrepreneurs profit from networking?
The network perspective

A rough definition: "A social network is a social structure made up of a set of social actors (such as individuals or organizations) and a set of the dyadic ties between these actors." (wiki)

- Who are the other actors that an entrepreneur is interacting with?
- What levels can you look at from the network perspective?
- What functions do networks fulfill?

Who are the other actors?
What levels can you look at from the network perspective?

1. Your position
   - Resource access
   - Trust
   - Power & Control
   - Signaling

2. The dyad

3. The whole network
2. The Dyad: a balanced network matters for entrepreneurs

- Resource access: different types at different times
- Trust
- Signaling

3: The network: size and density

Resource access  Regional system of entrepreneurship

Picture: Kennispark
A dark side of networks for entrepreneurs?

- Groupthink
- Or generally – the social / cognitive inhibitors/motivators that you know from group creativity
- The innovators dilemma
- Thinking about the costs!

Balancing the good and the bad: How to profit from networks

![Diagram showing the balance between good and bad aspects of networks.](image-url)
How trust evolves

Sociological perspective: looking at the past
“Social exchange relations evolve in a slow process, starting with minor transactions in which little trust is required because little risk is involved and in which both partners can prove their trustworthiness, enabling them to expand their relation and engage in major transactions” (Blau, 1986, p. 454)

Economic perspective: looking at the future

Would you have invested?
Credibility vs. legitimacy

Credibility refers to the objective and subjective components of the believability of a source or message. (wiki)

Legitimacy is defined as a 'condition reflecting cultural alignment, normative support, or consonance with relevant rules or laws' (Scott, 1995). (Kistruck et al. 2014)

The credibility / legitimacy cycle

[Diagram showing the cycle with nodes labeled: suppliers, customers, investors, and physical assets.]

B/D/N, 13.1
**Starting the Credibility / Legitimacy game**

<table>
<thead>
<tr>
<th></th>
<th>Consistency</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>People adhere to their verified commitments</td>
</tr>
<tr>
<td></td>
<td>Ask for voluntary, public commitments</td>
</tr>
<tr>
<td>Authority</td>
<td>People highly regard experts</td>
</tr>
<tr>
<td></td>
<td>Show and share your expertise</td>
</tr>
<tr>
<td>Scarcity</td>
<td>People want scarce products</td>
</tr>
<tr>
<td></td>
<td>Describe unique benefits</td>
</tr>
</tbody>
</table>

**Acquiring resources: the location matters**

“A cluster is a geographic concentration of interconnected companies in a particular field” (B/D/N, p. 313)
26 Startify Competition
The new social platform that enables seniors to actively engage in local community

Enable communication
Create events
Engage
Team - S2 
Ergon Kastrati 
Ibrahim Tolaj 
Eirini Maria Tzioga 

experience, explore, discover and travel the world in another dimension

UNIVERSITY OF TWENTE.
**02. Business Model**

**Sales**
- The platform will take a small percentage of the fee which is paid for the meal via online money transfer.

**Ads**
- Advertisements are a good source of earning thanks to the popularity of the platform.

**Account validation**
- Going to or having somebody at your home who has a validated account is more probably to be widely accepted, rather than a basic user.

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**Connecting Ideas, Talents & Resources**

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Join
...connecting the educational dots!
Recycling, made easier.
01. Elevator Pitch

- Wristband
- Web platform
- Mobile application
- Monitoring refugees mental health 24/7.

- Children
- The Elderly
- All Refugees

Partnerships
- Governments
- NGOs
Mothers in NL Platform
Chinese service an product provider
Local health and well-being institutions

$13$ Permama

Mothers in NL Platform

Chinese service an product provider

Local health and well-being institutions
Green Spoon

Team Number: S14

Obesity Statistics

Customers Data

Revenue Stream
Part VIII

Gallery
A. Twente’s Great Videos

I recommend you use a downloader tool to save these because one never knows how long the links will work. Here’s a video (what else?) to show you how to do it: Vimeo Download Tips. Note that you’ll have to open a free Vimeo account before they’ll show you the download button.

CuriousUI 2016 After Movie

https://vimeo.com/179816576

Curious UI “Happy” Video

https://vimeo.com/179497766

The EntrepreneurialUI Invitation from Professor Aard Groen

https://vimeo.com/129765385

The CuriousUI Invitation from Rector Magnificus Ed Brinksma

https://vimeo.com/162534420

Neil’s Looooong Welcome Lecture

This one is on YouTube only, so you’ll have to get a YouTube downloader add-on for Firefox (such as Video Download Helper) or however your favorite browser does it.

https://youtu.be/eyOCiZJCv2s
B. Neil’s Best Photos

I took the following photos in between teaching and learning with you. Exceptions are the ones I’m in (no polite person should own a selfie stick...) and the group photos on the athletic field which were taken by the university.

You can find the high resolution photo files available to download from the PDF and photos download ZIP file.
European Summer Academy
IT-driven Social Entrepreneurship
15th – 26th August 2016 | Enschede – the Netherlands

Are you an aspiring entrepreneur with an interest in IT and social entrepreneurship?

- Advance your experience in entrepreneurship and innovation
- Develop business ideas and design new products
- Prototype ideas and practice pitching

Free participation, board & lodging

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UNIVERSITY OF TWENTE
NIKOS
What didn't work:
- SEO words
- Link farms
- Blogging
- Press releases
- Sending products to legumes
- Discounts and promotional codes
- Distributing brochures
- Textbook social media use.
“IT’S NOT WHETHER YOU GET KNOCKED DOWN. IT’S WHETHER YOU GET UP.”
iCW2020 – position

- The citizens world central, in a direct and hands-on way
- Alignment with processes and IT infrastructures of the systems world of (public health) organisations
- A (half)open innovation network of IT companies, branch organisations and health and welfare organisations
C. The Official University of Twente Group Portraits
Thank You for Coming
to the University of Twente!

The sun rises daily for your next innovation idea