

TheVirtualManager and Minase A specialist network focusing on the development and management of an 'open innovation campus'

What are we talking about?

The number of initiatives establishing innovative clusters, campuses and value parks has grown in the last few years. Practical all of these initiatives focus on the application of knowledge and the creation of business value. They are subject to the development and exploitation of an innovation ecosystem, where companies and knowledge institutes collaborate, develop and share knowledge and participate in a context of open innovation. The creation of such an ecosystem entails hard work. Reality shows that only a few of the initiatives have proved to be successful. Research has revealed a very high rate of failure of alliances and collaboration (60-80 %). In our research we found a wide variety of causes as an explanation of the low success rate of collaborative relationships, e.g. managerial style, financial targets, lack of mutual trust and shared vision, differences in corporate culture, incentive schemes and organizational learning capacities. In recent years the term "Campus" became popular. In order to prevent the devaluation of this term we have introduced the typology below:

<i>Form</i>		<i>Focus</i>
	genius	
• Campus	invention	• R&D
	make it work	
• Value Park	creativity, collaboration & valorization	• Innovation & value creation
• Business park	cash in	• Facility sharing
• Industrial Area	sales	• Business as usual

IDO® Assessment Tool

Based on an literature research and our own experience on a great variety of comparable initiatives an assessment tool has been developed. We assess the factors which have an impact on the successful development and exploitation of innovative clusters. In our research we found a wide variety of success factors of collaborative relationships, e.g. lack of mutual trust and shared vision, differences in corporate culture and organisational learning capacities. Furthermore, the role of a dedicated and professional management is crucial in taking on the role of independent facilitator between stakeholders that often have conflicting interests.

Crafting Your Future

Our strength is to link the theoretical findings to the business environment.

We identify the set of critical factors that have an influence on the success of innovative business clusters. With this basic information we “Craft Your Future” together with the stakeholders.

In order to make this path more structured we have developed a special stage gate process.

All these instruments help to increase the success rate, make the valorization process more effective and support the development of the right organization based on the principle of an open innovation eco-system.

TheVirtualManager and Minase building a professional network focusing on co-creation

We are an organization of experienced managers who work together to support the customer’s business project. We can help in the decision making process as well and provide a hands on approach.

We have international experience with different kinds of ‘collaborative settings’ in The Netherlands, US/California, Singapore/ China, Austria, Belgium and Portugal). We know how to craft strategic processes and how to translate them into business. We are prepared to work with risk/reward models. Through our independent position we are able to bridge gaps and bind different stakeholders which has in many cases boosted the process.

TheVirtualManager and Minase are an unique combination in the area of campus development and -realization. Together we have developed the IDO® Assessment Tool.

What do we offer?

- Assessment of the plans as well as the developed structure and the results so far. This is how we get a fair idea about the functioning of the organization and its improvement potential
- Development of a clear profile and vision which is shared by all stakeholders
- Development of the right organization which is able to manage these expectations and to develop an open innovation eco-system
- Design, facilitation and management of programs and activities around open innovation and business development (valorization)
- Establishment and facilitation of the valorization process to achieve a fast time to market
- Development of the business models related to the target markets and the right "go to market" strategies
- Identification and realization of shared services: facility sharing, park management, etc.

We are advising and facilitating but also prepared to take on certain tasks as interim- or project managers.

Please look for more information on the **websites:** www.TheVirtualManager.nl and www.Minase.nl.