

(Potential) Impact of University Support to Regional SMEs

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Where innovation starts

Industrial Target Groups of Universities for offering support

- **Big companies**
- **University Start-ups (students/PhD's/staff)**
- **Regional SMEs**

Success Rate in various target groups

- **Big companies: depended from networks**
- **University Start-ups: depended from infrastructure**

Business Model Traditional Circus



Business Model Noteworthy Circus



Success Rate in various target groups

- **Big companies: depended from networks**
- **University Start-ups: depended from infrastructure**
- **Regional SMEs: in general low**

Cause of low results in SMEs

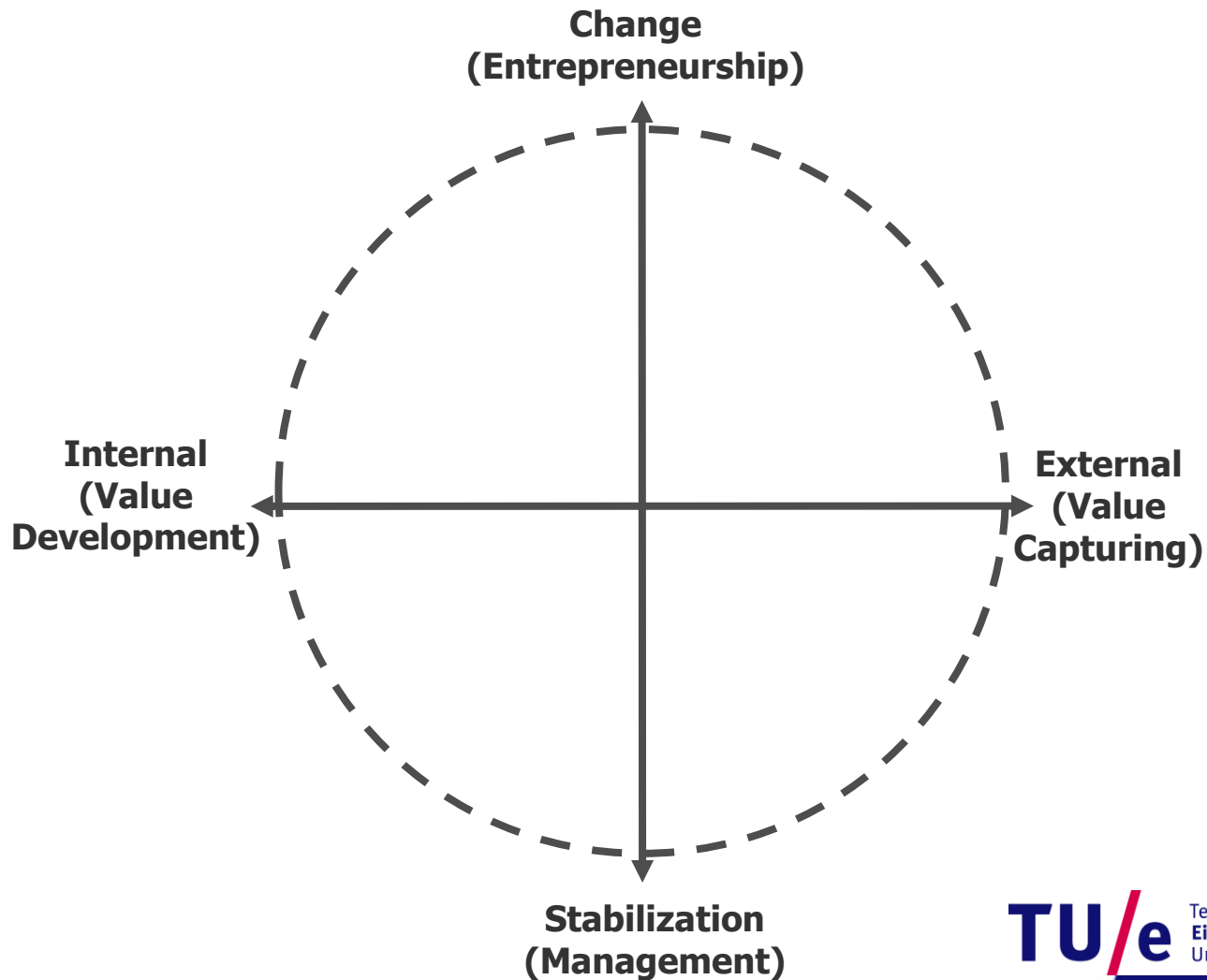
Low understanding of the specific organisational and operational dynamics of the individual SME. Thus insufficient additional value for fulfilling its needs, especially in crucial situations, such as innovation and crises.

Cause of low results in SMEs

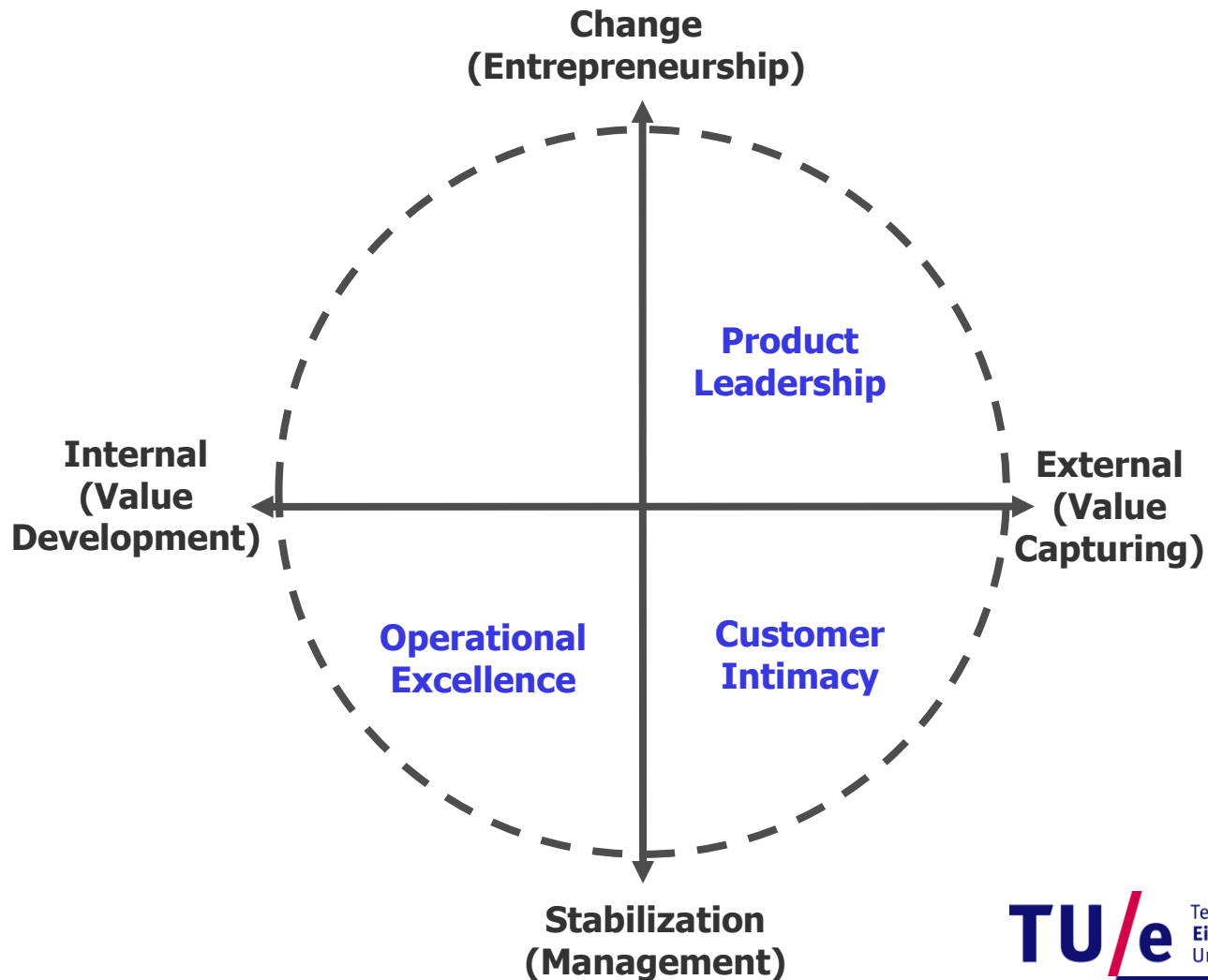
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Main supporters: suppliers and buyers

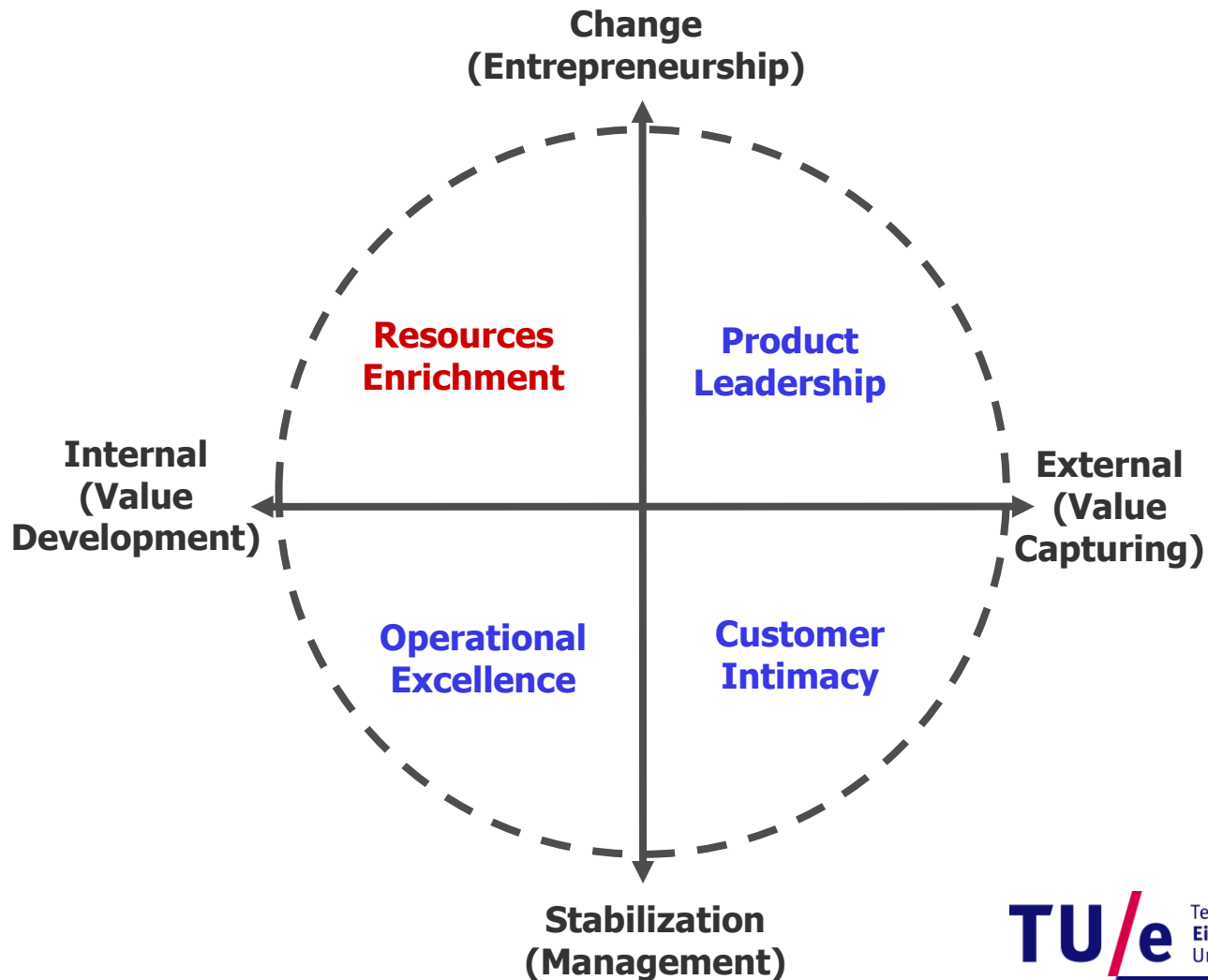
Base of (SME) behaviour: Value Disciplines



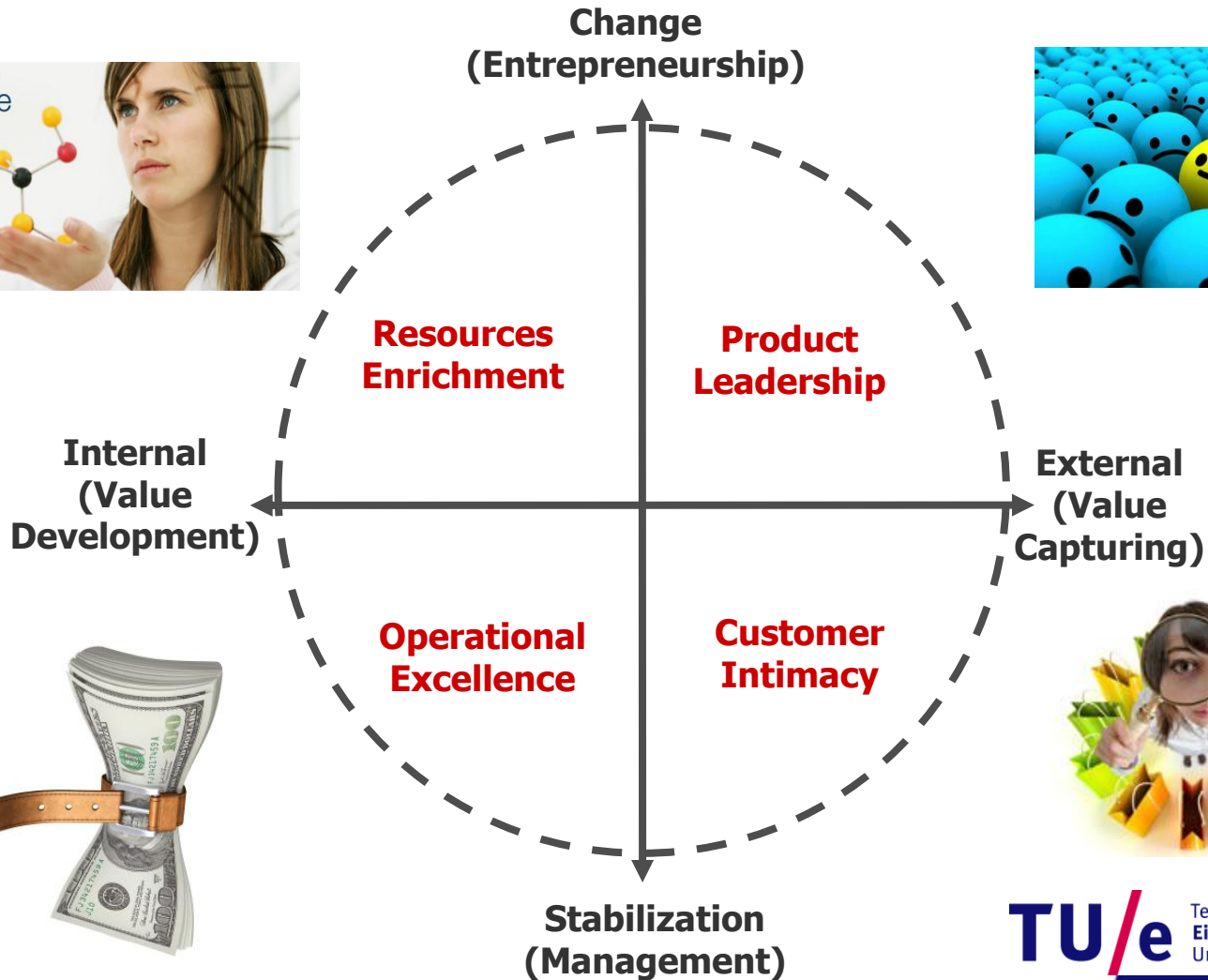
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Base of (SME) behaviour: Value Disciplines



Value Discipline Aims



Value Discipline Characteristics

Human Relations Model

Mentor Role

Toward a Concerned,
Supportive Style

Mentor Role
Caring, Empathetic
(Shows Consideration)

Group Facilitator Role
Process-Oriented
(Facilitates Interaction)

Toward a Cooperative,
Team-Oriented Style

Longer Time Horizons
Internal Focus

Monitor Role
Technically Expert
(Collects Information)

Toward a Conservative,
Cautious Style

Coordinator Role
Dependable, Reliable
(Maintains Structure)

Critic Role Internal Process Model

Toward a Responsive,
Open Style

Innovator Role
Creative, Clever
(Envisions Change)

Broker Role
Resource-Oriented
Politically Astute
(Acquires Resources)

External Focus
Shorter Time Horizons

Producer Role
Task-Oriented
Work-Focused
(Initiates Action)

Director Role
Decisive, Directive
(Provides Structure)

Toward a Structured,
Formal Style

Open Systems Model

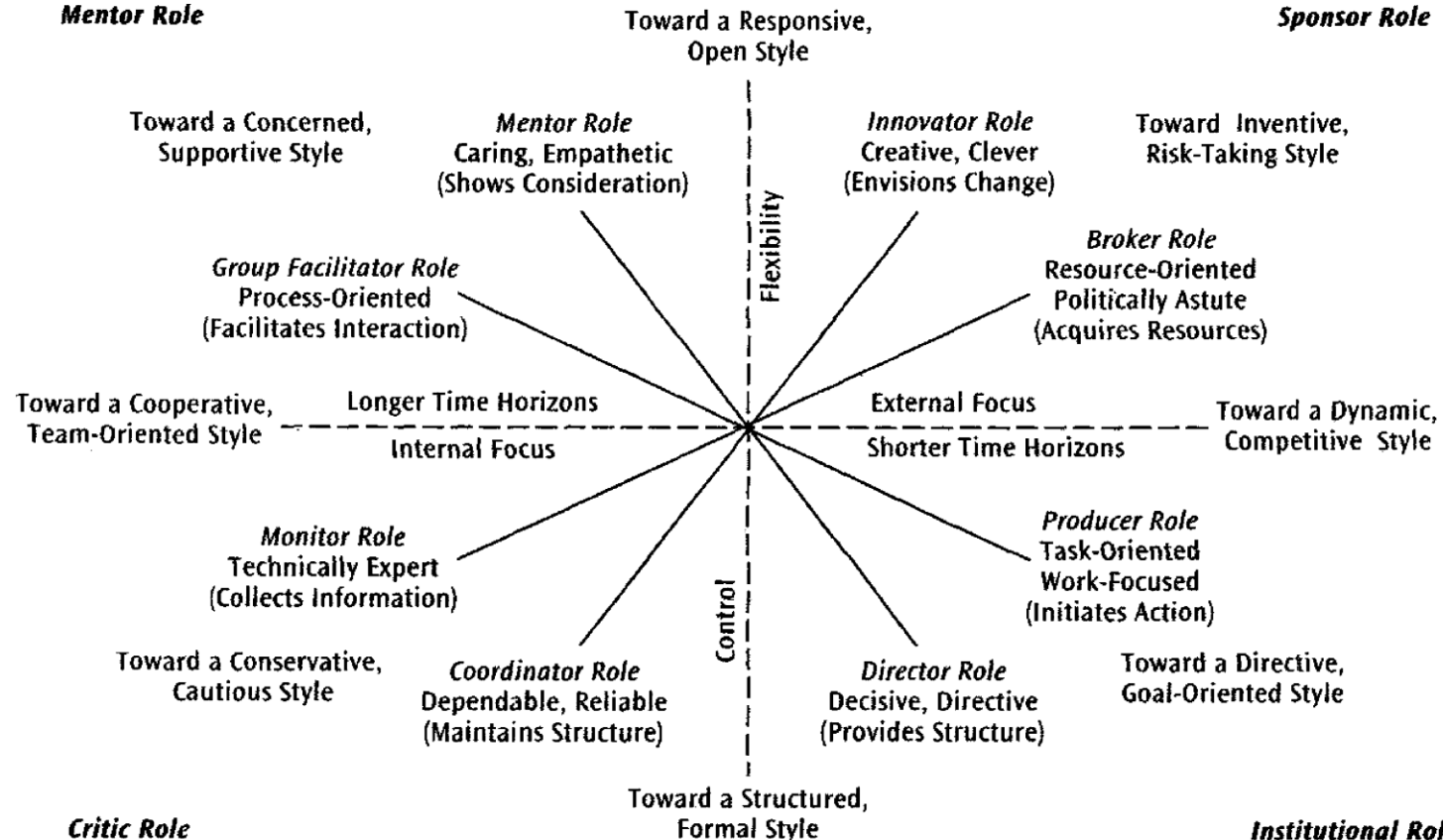
Sponsor Role

Toward Inventive,
Risk-Taking Style

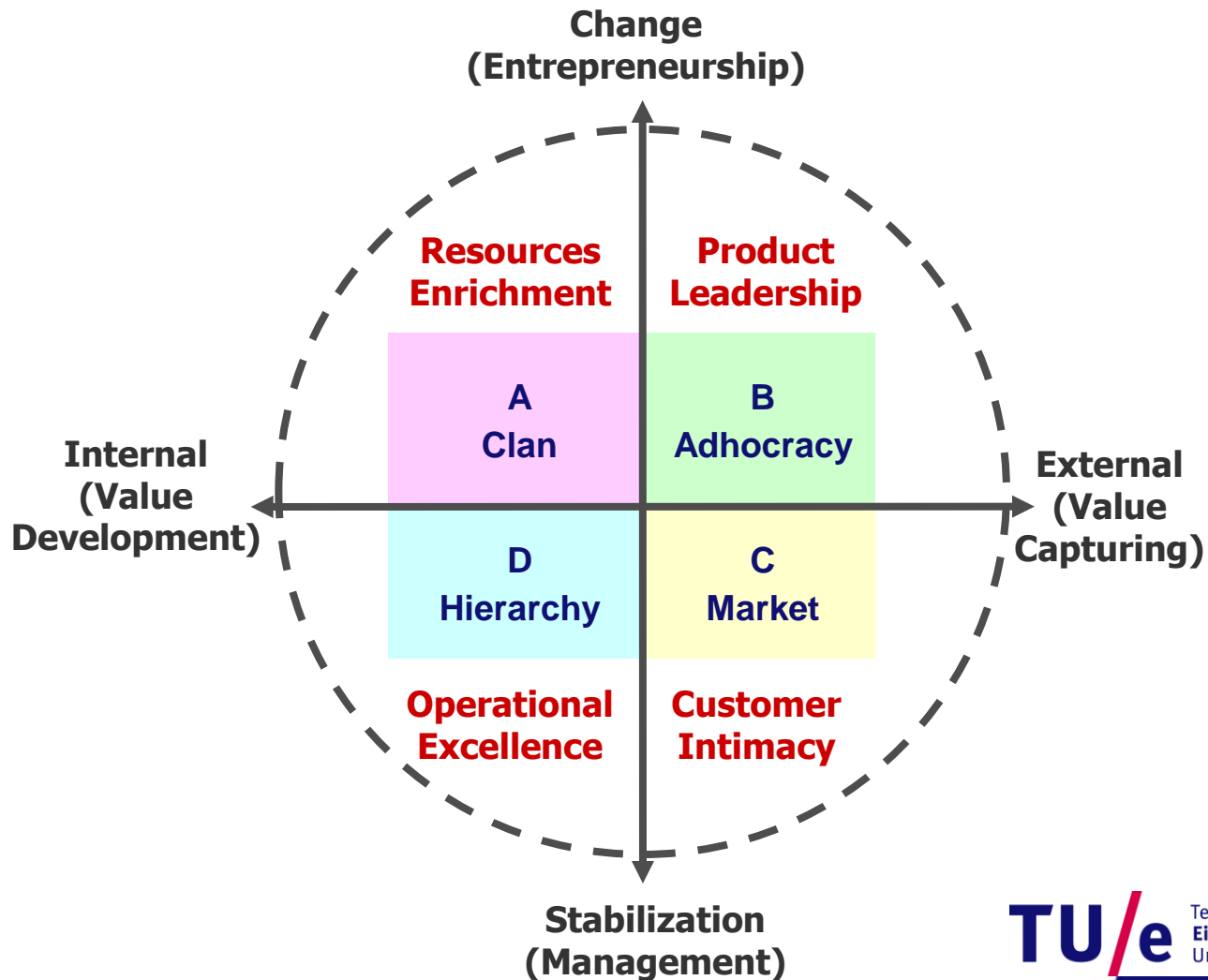
Toward a Dynamic,
Competitive Style

Toward a Directive,
Goal-Oriented Style

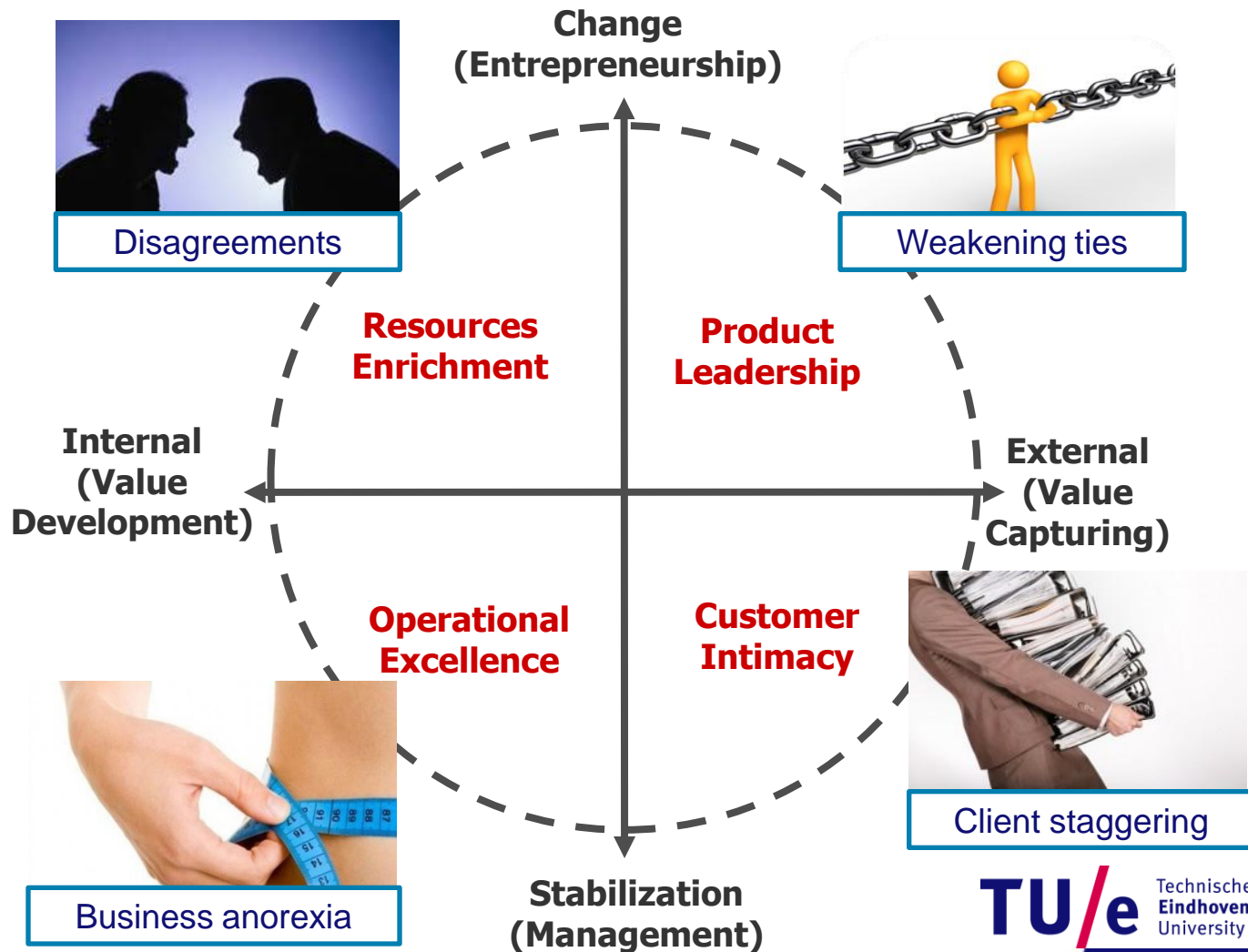
Institutional Role Rational Goal Model



Culture in the Value Disciplines



Escalations in the Value Disciplines



Organizational Glue of Value Disciplines



Culture

Style

Clan

Loyalty and mutual trust

Adhocracy

Reliability to innovation and market development

Market

Commitment to accomplish determined targets

Hierarchy

Insertion in implemented rules and policies

Riding the waves of Value Discipline cultures



Culture

Style

Clan

Matchmaking in case of Spin-offs

Adhocracy

Offering platforms for business Meet and Greet

Market

Executing market researches by students

Hierarchy

Giving public access to university facilities