(Potential) Impact of University Support to Regional SMEs

Prof. Dr. Leo Verhoef
Eindhoven University of Technology
Zuyd University
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

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.

Main supporters: suppliers and buyers
Base of (SME) behaviour: Value Disciplines

- Internal (Value Development)
- Stabilization (Management)
- Change (Entrepreneurship)
- External (Value Capturing)
Base of (SME) behaviour: Value Disciplines

- Internal (Value Development)
- External (Value Capturing)
- Change (Entrepreneurship)
- Product Leadership
- Operational Excellence
- Customer Intimacy
- Stabilization (Management)
Base of (SME) behaviour: Value Disciplines

- Internal (Value Development)
  - Operational Excellence
  - Stabilization (Management)
  - Resource Enrichment
- External (Value Capturing)
  - Customer Intimacy
  - Product Leadership
  - Change (Entrepreneurship)
Value Discipline Aims

- Internal (Value Development)
- External (Value Capturing)
- Resources Enrichment
- Product Leadership
- Operational Excellence
- Customer Intimacy
- Stabilization (Management)
- Change (Entrepreneurship)
Value Discipline Characteristics

Human Relations Model
  Mentor Role
  Toward a Concerned, Supportive Style
  Group Facilitator Role
  Process-Oriented (Facilitates Interaction)
  Toward a Cooperative, Team-Oriented Style
  Monitor Role
  Technically Expert (Collects Information)
  Toward a Conservative, Cautious Style
  Coordinator Role
  Dependable, Reliable (Maintains Structure)
  Toward a Structured, Formal Style

Innovator Role
  Creative, Clever (Envisions Change)
  Toward Inventive, Risk-Taking Style
  Broker Role
  Resource-Oriented Politically Astute (Acquires Resources)
  Toward a Dynamic, Competitive Style

Director Role
  Decisive, Directive (Provides Structure)
  Toward a Directive, Goal-Oriented Style

Institutional Role
  Rational Goal Model
  Open Systems Model
  Sponsor Role
  Toward a Responsive, Open Style
  Longer Time Horizons Internal Focus
  Toward a Dynamic, Competitive Style

External Focus Shorter Time Horizons
Control
Flexibility
Culture in the Value Disciplines

- **Internal (Value Development)**
- **External (Value Capturing)**
- **Stabilization (Management)**
- **Change (Entrepreneurship)**

- **Resources Enrichment**
  - **A Clan**
  - **D Hierarchy**

- **Product Leadership**
  - **B Adhocracy**
  - **C Market**

- **Operational Excellence**
- **Customer Intimacy**
Escalations in the Value Disciplines

Internal (Value Development)
- Disagreements
- Resources Enrichment

External (Value Capturing)
- Weakening ties
- Customer Intimacy

Product Leadership
- Operational Excellence

Stabilization (Management)
- Business anorexia

Change (Entrepreneurship)
- Client staggering
## Organizational Glue of Value Disciplines

<table>
<thead>
<tr>
<th>Culture</th>
<th>Style</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clan</td>
<td>Loyalty and mutual trust</td>
</tr>
<tr>
<td>Adhocracy</td>
<td>Reliability to innovation and market development</td>
</tr>
<tr>
<td>Market</td>
<td>Commitment to accomplish determined targets</td>
</tr>
<tr>
<td>Hierarchy</td>
<td>Insertion in implemented rules and policies</td>
</tr>
</tbody>
</table>
Riding the waves of Value Discipline cultures

<table>
<thead>
<tr>
<th>Culture</th>
<th>Style</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clan</td>
<td>Matchmaking in case of Spin-offs</td>
</tr>
<tr>
<td>Adhocracy</td>
<td>Offering platforms for business Meet and Greet</td>
</tr>
<tr>
<td>Market</td>
<td>Executing market researches by students</td>
</tr>
<tr>
<td>Hierarchy</td>
<td>Giving public access to university facilities</td>
</tr>
</tbody>
</table>