

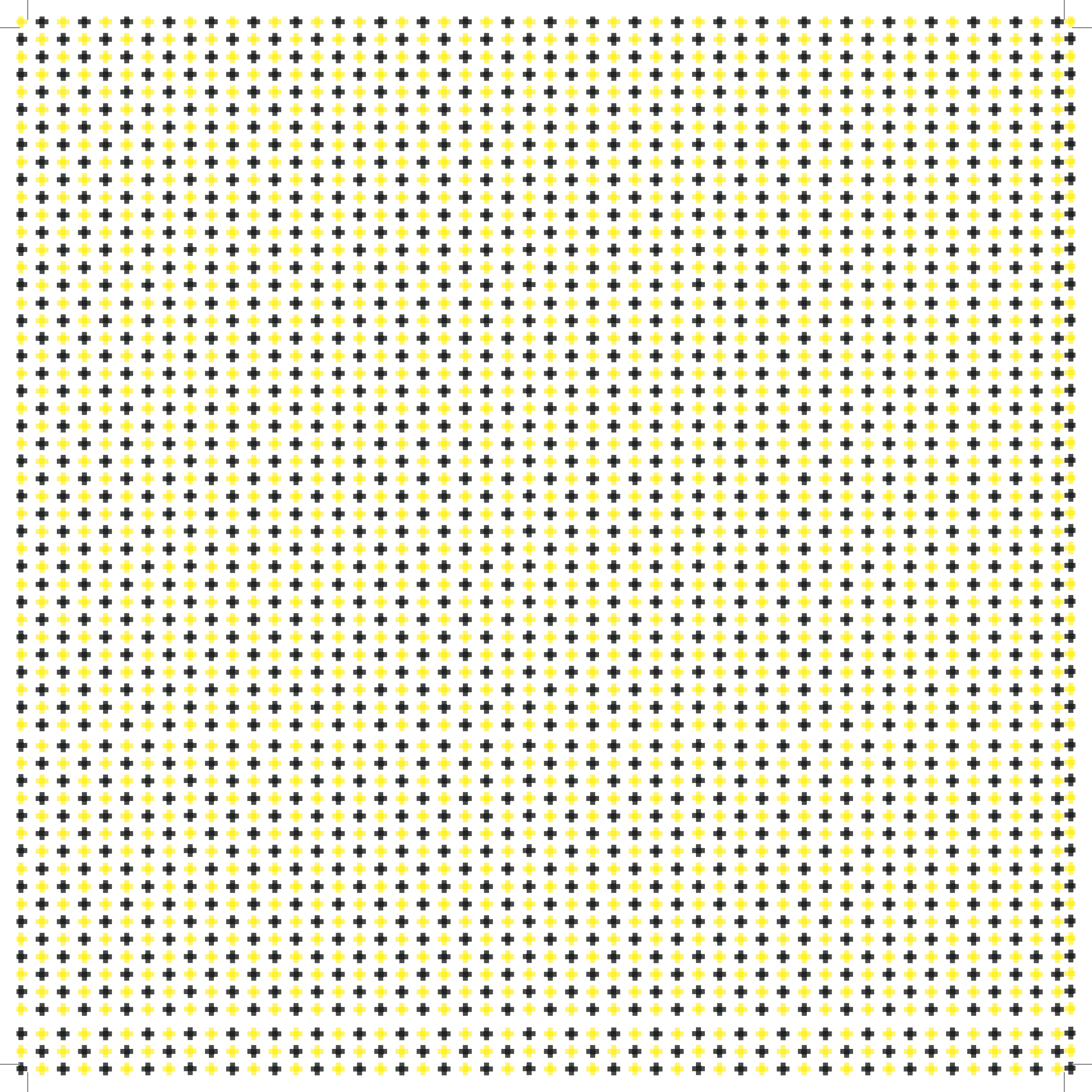


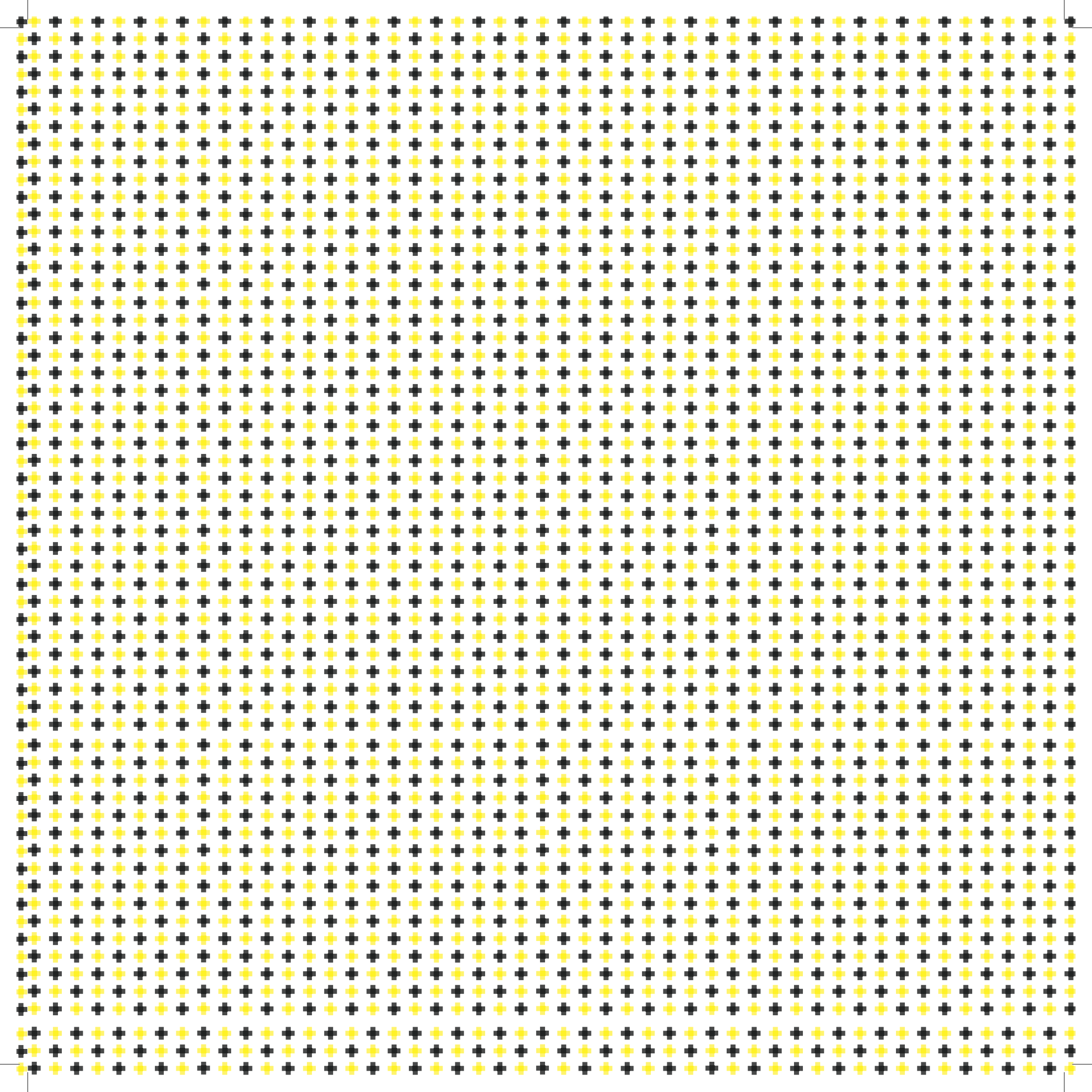
Collaboration in spatial clusters

Graduation project MSc Strategic Product Design

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 TU Delft







**Graduation Project MSc Strategic Product Design
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The Hague, november 2011



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Preface

This report contains my graduation project for the MSc Strategic Product Design at the faculty of Industrial Design Engineering at the TU Delft. This document contains the process and results of the project commissioned by Hangar 36.

Hangar 36 is a spatial cluster where a collection of nine creative companies is located. While every company is performing very well in its own market, some entrepreneurs feel like they could reach a higher level on different aspects of entrepreneurship if they started to collaborate more often or more intense. Many entrepreneurs have ideas on how this should be done, collaborative projects have been initiated in the past but at this moment collaborative projects seem to have lost their relevance to some of the entrepreneurs. There is still a believe it could be beneficial to initiate more projects together. Therefore, this project addresses the question:

How can the entrepreneurs in Hangar 36 structurally benefit from their presence in a spatial cluster which is shared by a group of multi-disciplinary, talented and creative entrepreneurs?

The project appealed to me for several reasons: First, I am very interested in entrepreneurship, I prefer smaller organizations over large corporations and I am curious about how starting companies manage to grow. Second, I like the atmosphere in Hangar 36. Every company has created its own personal environment that gives the location as a whole a unique feeling of inspiration and freedom to work in. Third, the fact that the initial project was very open and ambiguous gave me the feeling I had the chance to put a lot of personal direction into the assignment.

Special thanks go out to Petra van Trigt, Jan Buijs, Han van der Meer, Rianne Valkenburg, the entrepreneurs in Hangar 36 and the 1st year students of the HHS for guiding, helping, co-operating and inspiring me.

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Summary

Hangar 36 is part of the Bink 36 complex that is owned by Vestia. Some entrepreneurs see the potential of a group of multi-disciplined, talented and creative entrepreneurs in one location and are interested in structurally benefit from this potential. Every company in Hangar 36 is successful in its own market, but initiating and participating in collaborative projects lost its relevance to most of the entrepreneurs. This project investigates the possibilities for Hangar 36 and answers the question:

How can the entrepreneurs in Hangar 36 structurally benefit from their presence in a spatial cluster which is shared by a group of multi-disciplinary, talented and creative entrepreneurs?

First an analysis is performed that investigated theory on the origin of spatial clusters, collaborative entrepreneurship (Ribeiro-Soriano & Urbano, 2009) and communities of practice (Akkermans, Pitter & de Laat, 2008; Wenger, 1998). It was found that relevance towards collaboration and a sense of belonging to the group are two very important aspects that have to receive enough attention before thinking about coordination and organization. This is described as engaging in meaningful and shared activities (Akkermans et al., 2008).

The current situation in Hangar 36 was analyzed by interviewing every entrepreneur on a number of topics. It was found that collaboration was considered important, but past attempts were considered irrelevant by a number of entrepreneurs after a while.

A number of examples of collaborative clusters have been visited. The two factors that found to influence the difference in collaborative activity within a spatial cluster the most are the clusters' primary goals and the level of management within the cluster. This results in the classification of four types of clusters: Facilitator, Incubator, Collective and Accumulator. It was found that the original intention from Hangar 36 did not thrive because it tried to fit too many different categories at the same time. In the current situation Hangar 36 is classified as an accumulator.

The visited examples served as a source of inspiration for opportunities for Hangar 36. A set of criteria is composed from the strengths and bottlenecks found in the interviews. Combining these criteria transforms these opportunities into 5 diverging concept directions.

The concepts were presented to the entrepreneurs during a lunch session that included a group discussion with the purpose to find out which aspects are perceived as relevant in terms of collaboration. The outcome of the discussion was converged and summarized in the following mentality.

Hangar 36 should be an engine for the participating businesses. Potential clients should know the name, and the location should attract clients as well. Any activity that distracts too much from executing core business activities is not appreciated at this point.

This mentality was the starting point for diverging into a second round of idea generation. The mentality is transformed in two separate questions. The ideas take the set of criteria that have been derived earlier into account and were designed to be practical, implementable and affordable on a small budget.

The second gathering was in the form of a creative session. The entrepreneurs picked their favorite ideas and supplemented and improved them. Furthermore, they have identified the required tasks for implementation and the steps that contain these tasks. The ideas were accommodated with a catchy title by the entrepreneurs and presented to each other.

A roadmap describes how this project could have an impact on the further development of Hangar 36 on an abstract level, by cycling through the dimensions of communities of practice (as defined by Wenger, 1998).

The ideas from the second session were digitalized and combined in the form of an idea catalog. The digital versions of the ideas are also contained in this report. The catalog was printed and presented to Hangar 36 as a means to physically take the ideas to the next meetings.

{ Analysis }

Introduction

Hangar 36 is a creative business incubator located in The Hague (the Netherlands) and is part of a cluster of three incubator buildings located on the grounds of Bink 36 (The old KPN complex which contains Centrale 36, Magazijn- 36 and Hangar 36). Binck 36 is part of the Dutch Creative Residency Network and powered by Vestia (a housing association).

The entrepreneurs in Hangar 36 are active in the 'creative industries' for example: architecture, interior architecture, product development, photography, graphic design, smart-phone apps and fashion. They are represented in the form of a foundation with the same name as the location: Hangar 36. In the current situation, the entrepreneurs benefit from each others' proximity by sharing facilities, accidental exchange of ideas and informal exchange of help and advice.

Some entrepreneurs in Hangar 36 feel they are not reaching the full potential of their cluster. By just being in each others' proximity some spontaneous idea-exchanges or collaborations occur. But they feel they can benefit more if they place an extra effort to systematically structure the collaboration between the members. However, in practice it is quite a challenge to find a balance between managing your own business and dedicating time and energy to the collaboration. It turns out this is a familiar situation to a lot of entrepreneurs who participate in a variety of collaborative forms of entrepreneurship. The idea of a multidisciplinary student-pool that contains interns that work for Hangar 36 is a preliminary idea of how to achieve this by some of the people involved. However, a student-pool has to provide or contribute to a certain added value to the Hangar. Therefore, the project focuses on finding added value between the entrepreneurs first.

In December 2009, the foundation has partnered with Syntens, an innovation consultancy supported by the ministry of economic affairs to support economic growth. Syntens performed a study titled: value creation through product development and product surroundings aiming to maximize the advantage of being located in Hangar 36 for entrepreneurs. The outcome was a proposed organizational structure; during the analysis the effectiveness of this structure is also investigated.

The goal of the project is to develop an approach towards collaborative entrepreneurship, to use this approach to find relevant added value in collaboration between the entrepreneurs in Hangar 36 and to generate concepts that allow the participants to structurally benefit from this added value. Furthermore, this approach will be applicable to the generation of concepts for similar clusters as well.


Summary on theory

Popularity of spatial clustering finds its origin in Florida's theory about the rise of the creative class. City governments and housing corporations see them as a good method to perform city marketing and stimulate entrepreneurship (2002). However, most of the time, the primary reason for entrepreneurs to settle in spatial clusters is the availability of relatively cheap space (Heebels & van Aals, 2010).

It is considered to be good practice if members of a cluster are selected based on their target customers and if members have the option to purchase advice, training and technical support below market price. Furthermore, participants in a cluster should have the options to graduate, which means they have shown enough growth to leave the incubator. Stimulating graduate networking enables the accumulated knowledge to find its way back in to local economies. (Costa-David, Malan & Lalkaka, 2002)

Some members of spatial or creative clusters say they benefit from their location by finding inspiration and their location might function as a brand. Furthermore, being present in a spatial cluster provides opportunities for informal networking (Drake, 2003). A model in which the benefits of networks between participating companies plays a central role is described as a social network model and is based on trust between the participating businesses about the intensity of action and the willingness to take risk (Gordon & McCann, 2000).

The benefits of collaboration between entrepreneurs include:



The savings of costs and better decision making through the transfer of best practices and obtained advice (Hansen and Nohria, 2004).

Innovation through the combination and cross-pollination of ideas (Hansen and Nohria, 2004).

Enhanced capacity for collective action (Hansen and Nohria, 2004).

Open up new markets that may otherwise have been inaccessible (Gasmann, Enkel & Chesbrough, 2010).

The building of a reputation that functions as a brand (Drake, 2003).

Collaborative entrepreneurship (Miles & Snow, 2006; Ribeiro-Soriano & Urbano, 2009) and communities of practice (Wenger, 1998) are two concepts aimed at the organization behind collaboration between entrepreneurs. Alignment of competences is an important factor in setting up collaborative business models (Chesbrough & Schwartz, 2007).

Some of the most common pitfalls include:

Giving up too soon: collaboration is a skill that has to be developed and improved over a longer period of time (Miles & Snow, 2006; Gassmann et al., 2007; Welbourne & Pardo del Val, 2008). Experiencing setbacks and dealing with a large amount of uncertainty is part of that process. (Chesbrough 2007; Akkermans, Petter & Laat 2008).

Overdoing it: Engaging into too many pointless meetings that have no substantial effect. Therefore, aiming towards action is a key element in organizing any form of meeting. (Hansen and Nohria, 2004).

Comparing paradigms

The concepts of Collaborative entrepreneurship and communities of practice describe collaboration, potentially between entrepreneurs and potentially within spatial clusters, on different levels.

What lessons can be learned?

Ribeiro Soriano and Urbano (2009) present collaborative entrepreneurship from an organizational perspective. Their views deliver a model of three aspects of collaboration between entrepreneurs: **strategy, structure and philosophy**.

Wenger (1998) looks at collaboration at a higher level of abstraction (not just companies doing business, but any group of people organizing anything) and presents communities of practice along three dimensions: **domain, community and practice**. Akkermans et al. (2008) performed a research towards organizing the communities of practice and supplemented these dimensions with three types of activities that take place between them.

While strategy, structure and philosophy (Ribeiro Soriano and Urbano, 2009) are not exactly the same as domain, community and practice (Wenger, 1998), the two concepts of collaborative entrepreneurship and communities of practice are very similar and their different phases or aspects complement each other. Both concepts are built on three aspects:

Engaging in meaningful activities creates a domain or a mutual understanding of the added value that the group has to offer to each other (Akkermans et al., 2008). A meaningful domain can be compared to a shared philosophy (Ribeiro Soriano & Urbano, 2009). In other words: a fertile soil to sow and harvest from.

2 Activity becomes shared when the participants feel a sense of belonging to the group (Akkermans et al., 2008). According to Wenger (1998), the group becomes a community with a shared understanding of how the group functions. This is in line to the description of strategy: a communicated organizational vision and objectives (Ribeiro Soriano and Urbano, 2009).

3 Activities becomes coordinated when they are structured in such a way that the group moves into specific and desired directions (Akkermans et al., 2008). The description of structure is a specific outcome of what Ribeiro Soriano and Urbano see as the best form of practice in collaboration between entrepreneurs (2009).

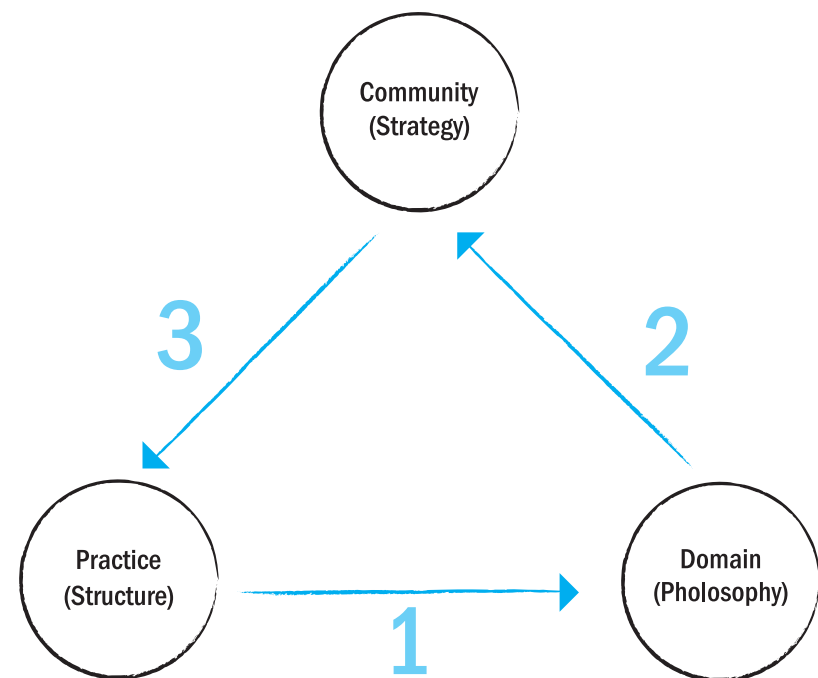


Figure 1: Communities of Practice (Akkermans et al, 2008; Wenger, 1998) compared to Collaborative entrepreneurship (Ribeiro Soriano and Urbano, 2009).

Theoretical framework

This chapter presents the findings from literature on the fields associated with creative clusters and collaboration between companies. The goals of composing a theoretical framework are to explain the purpose and origin of clusters like Hangar 36, to find best practices on setting up and managing a cluster like Hangar 36, and to learn from theory on collaborative forms between entrepreneurs.

Definitions

The terms: creative cluster, spatial cluster, business cluster, business incubator, creative incubator and many other terms or combinations of the above have been found to be used arbitrary by many authors.

This report uses the following definitions:

Creative cluster: A certain area or neighborhood that generates and attracts creative activity.

Spatial cluster: A certain building with the purpose of facilitating multiple entrepreneurs.

Incubator: A form of spatial cluster where the primary goal is towards facilitating the learning process of starting entrepreneurs.

Furthermore, there are a lot of different terms and definitions that describe the purpose, target groups, activities and benefits of spatial clusters. For example, what makes an entrepreneur a creative entrepreneur? A business model an innovative business model? And what do people do when they make a design? Terms like creativity, innovation and design have a different meaning to

different people. To avoid the evoking of stereotypes when using these terms the following definitions are presented from the Cox Review of Creativity in Business 2005 (cited by Best, 2006).

Creativity: is the generation of new ideas. Either new ways of looking at existing problems, or the discovery of new opportunities.

Innovation: is the exploitation of new ideas. It is the process that carries a concept through to new products, services, or ways of operating the business.

Design: is what links creativity and innovation. It shapes ideas so they become practical and attractive propositions for users or customers.

Rise and relevance of creative clusters

Florida (2002), describes the rise of the creative class. He argues that a new kind of social class which consists of creative people is influencing urban society more than anything. According to Florida, members of this social class are employed in creative professions and put a lot of value to spending their time meaningful. According to Florida, lifestyle and work trends like flex-working, eco-tourism and many others are a direct result from the needs of this class. Therefore they are both influencing and stimulating a whole new economy for products and services that meet their demands. Pratt (2009) describes how the creative class stimulates the entire economy and argues that the creative class (people in the information and cultural economy, contrary to the finance, insurance and real estate economy) is a key influence in reshaping the economy after the financial crisis.

The creative class also has this effect on a local scale, according to Florida; the settlement of the creative class in an underdeveloped area of a city is the first step towards gentrification (2002).

Research has been performed that shows how the presence of social networks between members of the creative class in a certain area has a positive effect on the urban development of that area. In return that development has a positive effect on the further development of such networks (Drake, 2003; Florida, 2002; Heebels & van Aalst, 2010). Research towards this effect is described as “An interest in the relationship between an individual’s environment and the development of embedded social networks that may transcend firm or industry boundaries” (Gordon & McCann, 2000).

How creative entrepreneurs exactly benefit from a certain location has been investigated by Drake (2003) who states that:

Creative entrepreneurs in the UK have indicated they benefit from their location in a number of ways: as a source of **visual inspiration**, as a source of **intensive social interaction** and the **reputation** of a certain place also functions as a **source of inspiration** and simultaneously as a **brand** for their businesses.



Heebels and van Aalst (2010) criticize Florida’s conclusions for being highly oversimplified. They explore how networks and quality of place affects the opportunities, identity and credibility of creative entrepreneurs in Berlin. And they find that the availability of relatively cheap space is the primary reason for creative entrepreneurs to settle in a certain area.

Oversimplified or not, or perhaps due to its simplicity, Florida’s theory has become very popular among city governments and housing corporations across the globe. The concept provides city marketing, brings (creative) development to a certain area and enables a housing corporation to profit from an otherwise empty building.

In 2003 the Westergas fabriek in Amsterdam opened its doors with a conference called ‘creativity in the city’ where Florida was keynote speaker. **This resulted in an explosion of spatial clusters throughout the Netherlands (van Dalm, 2009).**

Best practices in setting up and managing a spatial cluster

Some authors state that best practices on setting up spatial clusters don’t exist. Montgomery (2007) compares a number of spatial clusters and concludes that the main difference between spatial clusters throughout the world is how they are financed. “There are no simple models or blueprints as each investigated project has responded to local market conditions and the imaginations of those involved. Successful projects develop according to the vision of individuals or an organization, local need, local renewal strategies and available funding” (Montgomery, 2007, p.616).

However, some best practices in managing incubator buildings have been described. For example, successful business incubators employ staff with a background in business studies that provide training, advice, financial- and technology support below market price (Costa-David et al., 2002).

Furthermore, business incubators where the participating businesses are selected by serving a specific target group are the most successful. And it is advised to integrate incubator operations into regional development strategies, and minimize dependence on subsidy (Costa-David et al., 2002).

Finally, it is advised that companies should have the opportunity to graduate from a spatial cluster, by reaching a certain level of growth or performance. Through the organization of graduate net-

working events it is ensured that job and wealth creation effects are retained on local economies (Costa-David et al., 2002).

Collaborative forms between entrepreneurs

Three types of spatial clusters based on their level of collaborative intensity are defined by Gordon and McCann (2000) in which the first type is based on pure agglomeration (the sum of participating companies in a building), the second is based on the reduction of transportation costs between companies (for example, a chemical waste processor next to a company that produces chemical waste) and the third is called **the social network model** which is based on collective action and the trust between the participating businesses about the intensity of action and the willingness to take risks.

The social network model seems the most desirable and relevant model to the situation in creative and spatial clusters described by Florida (2002). Both authors agree on the importance of forming social networks.

To describe how to reach this level of intensity, additional information about collaboration between entrepreneurs is collected. Two different concepts of collaboration are assessed:

Collaborative entrepreneurship

Collaborative entrepreneurship focuses on the organizational business model around a network of linked firms. It is defined as:

“the creation of something of economic value based on new jointly generated ideas that emerge from the sharing of information and knowledge” (Miles and Snow, 2006, p2.).

Ribeiro-Soriano and Urbano (2009) present an overview of the different aspects in collaborative entrepreneurship based on strategy, structure and management philosophy.

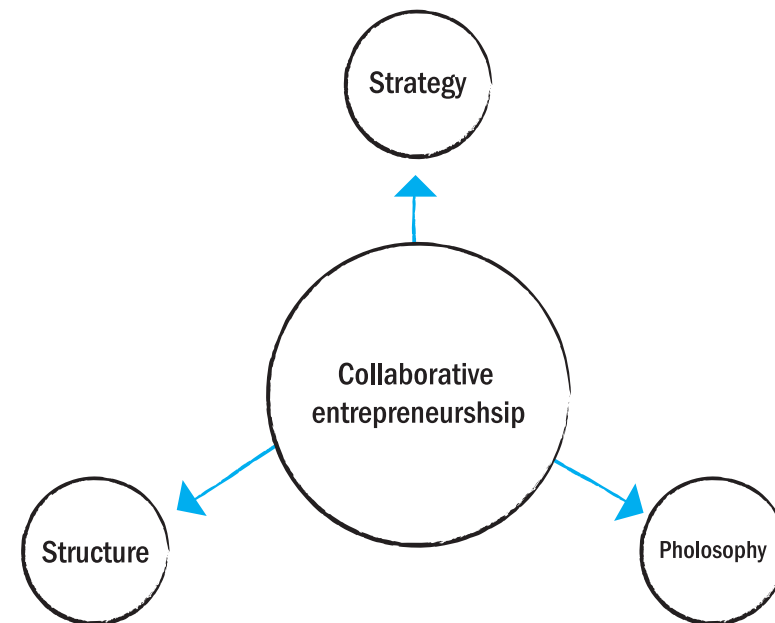



Figure 2: Collaborative and collective entrepreneurship. From “Overview of Collaborative Entrepreneurship,” Ribeiro-Soriano, D., Urbano, D., 2009. Group decision negotiation 18: p423.

Strategy is described as a clearly communicated organizational vision and objectives (Ribeiro Soriano & Urbano, 2009; Hardy, 2005).


Structure is described as a model where members operate independently in their own markets, but share ideas in an innovation catalogue to alert potential allies to opportunities for collaboration (Miles & Snow, 2006; Robeiro Soriano & Urbano, 2008; Hansen & Nohria, 20004; Welbourne & Pardo del Val, 2008).

Management philosophy is described as an atmosphere of trust in which members treat ideas as a common resource and collaboratively exploit capabilities (Ribeiro Soriano & Urbano, 2009).

According to Hansen and Nohria (2004) the benefits of participating in such collaborations would be:

- 
- The **costs savings** through the transfer of best practices.
 - Better decision making** as a result of advice obtained from colleagues.
 - Increased revenue** through the sharing of expertise and products.
 - Innovation** through the combination and cross-pollination of ideas.
 - Enhanced capacity** for collective action.

Welbourne and Pardo del Val (2008) supplement the list of benefits with:

- 
- Obtain access to needed assets.
 - Learn new skills.
 - Manage the dependence upon other firms
 - Maintain parity with competitors.

Relationship capital is seen as a unique and not to imitate competitive asset. Therefore, managing high-quality, long lasting and trustworthy relationships is considered to be a crucial aspect

of collaborative entrepreneurship (Chesbrough & Schwartz, 2007; Hardy et al., 2005; Miles & Snow, 2006; Munyon et al., 2011; Ribeiro-Soriano & Urbano, 2009; Welbourne & Pardo del Val, 2008;).

Distance between the collaborative firms in an alliance is an important factor for success. Both the physical distance, which refers to the relative proximity and level of accessibility between the firms, and the perceptual distance, which refers to perceived differences such as culture or maturity, are regarded as having a great influence on the quality of collaborative entrepreneurship (Munyon, Perryman , Morgante & Ferris, 2011).

According to Chesbrough and Schwartz (2007), designing an effective co development takes four steps. Step one is to define your business objective. Step two is to assess the capabilities you require. **Step three is to determine the degree of business model alignment with your partner. By assessing if you or your partner is taking or receiving core, critical or contextual information.** Step four is about managing your collaborations and to think about future opportunities.

Communities of practice (COP's)

Communities of practice (or COP's) are defined by Wenger (1998) as a group of people who are informally bound by a shared practice related to a set of problems.

Over time their mutual interactions build up a shared body of knowledge and a sense of identity. According to Wenger (1998) a community of practice defines itself along three dimensions:

Domain: What it is about.

Community: How it functions.

Practice: indicating what capabilities it has produced.

The concept originally refers to collaborative practices that emerge naturally, but a number of researchers and institutions have showed interest in intentionally and structurally creating these practices. This leads to a paradox as the strength in communities of practice lies in the fact that they naturally originate from their members (Akkermans et al., 2008).

Akkermans et al. (2008) found that the three dimensions proposed by Wenger(1998) lead to three types of community activity; **meaningful activity, shared activity and coordinative activity**. Akkermans et al. state that:

Activities become meaningful when they are connected with the specific needs of the participants.

1

Activities become shared when there is a sense of belonging to the group; a strong indication of shared activity is when the participants not only act but also start to present themselves as a group.

2

Activities become coordinative, when activity becomes structured and organized in such a way that it moves into specific and desired directions.

3

Akkermans et al. (2008) describe the process of structuring activities as follows. **First**, organize group discussions about what are objectives and actions to undertake (in favor of cultivating meaningful activity). **Second**, engage in team building activities and provide necessary communication tools (in favor of cultivating shared activity). **Finally** explicitly define and divide roles and tasks, rules, regulations and possibly contracts.

The challenge in generating meaningful activity is **identifying the specific needs** of the participants in the COP. It is an easy mistake to pick topics that are relevant to the broad sector. Instead, focus on the needs and objectives of the participants in the COP (Akkermans et al., 2008). Furthermore, the most successful examples engage in promoting their activities, contributing to the development of a shared history (Akkermans et al. 2008).

Starting with organized activities before meaningful and shared activities have received enough attention has proven to be a crucial mistake. Successful approaches are typified by the time given or attention paid to formulating needs and aims from within the group. Make it meaningful for the participants to collaborate, engage them in shared understanding and then start to formally organize information flows (Akkermans et al., 2008).

Small and Medium sized Enterprises (SME's)

SME's are the group of entrepreneurs who would mostly benefit from a collaborative organizational model. SMEs are particularly equipped to succeed in building partnerships because they are more able to grow the types of relationships necessary for innovation across organizations because SME's have the ability to quickly transform ideas into solutions (Miles and Snow, 2006; Welbourne and Pardo del Val, 2008).

Barriers and Pitfalls in collaboration

Hansen and Nohria (2004) investigated the most common barriers in bigger organizations to collaborate with other business units. The top four barriers to inter-unit collaboration based on a series of interviews among 107 employees consist of:

The unwillingness to seek input and learn from others (Not invented here syndrome).

The inability to seek and find expertise.

The unwillingness to help (especially in highly competitive environments).

The inability to work together and transfer knowledge (mainly because people have no connection prior to working on a mutual project).

Hansen and Nohria (2004) also present some of the most common pitfalls. For example: **it can easily be overdone**. Employees may begin to participate in all kinds of meetings in which nothing of substance is accomplished. Such unproductive collaboration will undermine overall company performance. Every meeting should focus on getting a specific result.

Learning and Experience

Numerous authors note that the ability to collaborate between organizations is a **skill** that should be **developed** and invested in (Miles and Snow, 2006; Gassmann et al., 2007; Welbourne and Pardo del Val, 2008). It is important to accept a degree of uncertainty on the short term success of the collaboration and to be tolerant towards the experience of setbacks (Chesbrough 2007, Akkermans et al, 2008).

Internal Analysis: Summary

Hangar 36 was established with a goal towards collaboration between the participating entrepreneurs, but also between students, educational institutions and production companies. It has been discussed that, even though the entrepreneurs function very well on an individual level, collaboration did not thrive. In this chapter, an entrepreneur from every company in Hangar 36 is interviewed on entrepreneurship in general and on collaboration between the participating entrepreneurs in Hangar 36.

The entrepreneurs talked about why they became entrepreneurs in the first place and when they consider themselves to be successful. Working for inspiring clients, being a bit more special every year and execute noticeable projects, are some of the answers that have been given. Of course, earning a profit is always important and sometimes seen as an indicator for success.

When it comes to their wants and needs in a possible collaboration they don't exactly know what to expect or what to wish for. Most participants praise the high level of expertise from their group members in their own specialism. But at the same time they indicate that for advice on their own problems they would rather talk to someone who works in the same industry. It is also believed that the chances for a client that actually needs all their different specialties at the same time are very slim.

The idea of a pool of interns is not received with a lot of enthusiasm. The majority of entrepreneurs states that guiding the students and managing the relationships with educational institutions is something they rather do for an intern that they can use exclusively in their own company. They are also worried about the additional value of an internship for a student if he only works with other interns. However, the exchange of ideas and knowledge

between entrepreneurs and students is perceived as a positive aspect.

The entrepreneurs know exactly what they don't want, which is anything that interferes too much with their personal business.

Time spent on collaborating is less time spent on doing business. Money invested in collaborative projects is less money invested in personal projects. One of the goals of the interviews is to determine what the bottlenecks, in terms of collaboration, are according to the entrepreneurs.

The five primary bottlenecks in terms of collaboration have been identified:

1 {

Taking initiative: Every entrepreneur that has been interviewed says that if someone would initiate a mutual project they would truly believe in, they would be fully participating. However, before an idea is good enough to participate in, a certain amount of time has to be devoted to that idea. A busy schedule prevents most entrepreneurs from taking initiatives.

2 {

Involvement: While most entrepreneurs say they would participate in a project they truly believe in, the truth is that to a number of entrepreneurs there is no, or little, relevance in earlier executed projects. Chances are this is not caused by an unwillingness to participate, but by a lack of a common vision or goal. However, because agreements have not always been kept, there is a low level of trust in each other's willingness to take action and risks.

Recognition and identity: To some entrepreneurs the name Hangar 36 is not relevant enough to promote or name in conversations with clients for two reasons. First, because it lacks fame. Some entrepreneurs state they often name Bink or Caballero factory as a reference to explain what kind of building they are located in. Second, because the personal identity of the company is very important to the entrepreneurs, why spend time and energy in promoting the name of Hangar 36 if you can spend that same time and energy in promoting your own company?

} 3

Decision making: Some entrepreneurs indicate that Hangar 36 as a group has a very low decision making power and therefore they would rather execute complex projects by themselves. This bottleneck is closely related to a lack of organization.

} 4

Organization: There is a lack of an organizational structure. The entrepreneurs are represented in the form of a foundation, which is not very active. The proposal from Syntens did not catch on with the entrepreneurs. Furthermore, there is no formal or informal leader and nobody is responsible for any specific task. A full comparison between theory and the current situation is found later in this chapter, but Akkermans et al. found that communities that focus on coordination too soon have a higher chance of failure.

} 5

Besides the identified bottlenecks there are also numerous positive aspects that provide future opportunities. The five main strengths are identified:

- {
1. *The entrepreneurs are successful in their own markets.*
 2. *The entrepreneurs express a high level of trust in each other's qualities and expertise.*
 3. *There is a very open culture in Hangar 36 where it is not uncommon to walk in to each other's office for advice.*
 4. *A majority of entrepreneurs responds enthusiastic to the project and sees the benefits of collaboration.*
 5. *The participating companies serve a specific target group.*

Internal Analysis: Interviews

The goal of the internal analysis is to find out how the situation in Hangar 36 corresponds to the conclusions found in the literature and in other examples of collaboration between entrepreneurs. But even more important, the goal is to describe the current situation in Hangar 36. Who are the entrepreneurs and what do they need? What is Hangar 36 according to them? What are their strengths and weaknesses? What is their perspective on collaboration? What do they think about the proposed organizational structure by Syntens? Which barriers do they have to overcome and do these barriers correspond with the ones found in the literature?

Organizational structure

The organizational structure of Hangar 36 is as follows: Vestia owns the Bink 36 complex and all entrepreneurs pay their rent individually to Vestia. An employee of Vestia is represented in a commission together with 6 entrepreneurs from the Bink 36 complex. The main difference between Hangar 36 and the other buildings is the type of entrepreneurs in the building. Hangar 36 is the only building where all entrepreneurs are centralized around a certain theme. The other buildings are open to anyone interested in renting office space. The members of Hangar 36 are represented in the form of a foundation; the foundation has the same name as the location: Hangar 36. The foundation at this moment is just a formality in order to have a mutual bank account.

Vestia

Vestia is a housing corporation active in and around Rotterdam, The Hague and Delft. This organization is owner of the Bink 36 buildings and is responsible for renting space. Their goal is not only to provide housing to customers but also to take a responsibility towards societal development in the areas they are active in.

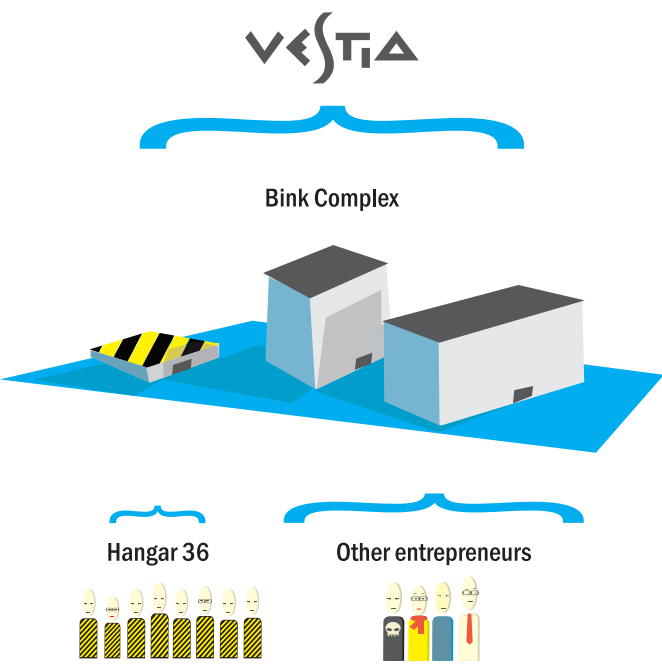


Figure 3: Organizational structure at the Bink 36 complex

They support various projects like: Neighborhood renewal, Youth work and education, Residence and care, Sustainability and Vestia energy.

Within their theme of “youth work and education” Vestia plays a role in local economy. They conclude that until the seventies a neighborhood was filled with activity from local companies. However, local companies made place for large organizations that moved their activity to industrial areas outside the city.

This was initially a good step because the companies produced a lot of noise and smells influencing the quality of life in a negative way. The downside of this process is the lack of economical activity

in neighborhoods. Residents leave the area during the day to work elsewhere and there is no place for starting entrepreneurs because office space in a city center or industrial area is often too large and too expensive for a start-up. Since the seventies there has been a shift in economy, from an industrial to a service climate. Most start-ups need less space and can perfectly work from inside their neighborhoods.

By providing starting entrepreneurs with relatively cheap space a center of activity is created in a neighborhood. On their website Vestia describes their investment in Bink 36 as a special opportunity to strengthen local economy.

According to Vestia; investments in facilitation of creative craftsmanship by young entrepreneurs; combined with cultural activities and festivities the building has changed the location from a remotely located office giant to a sparkling place to be.

Next to renting space to entrepreneurs; Vestia also rents locations in the Bink 36 complex to organizers of events such as film festivals and concerts. Vestia is not actively engaged in the organization of such events. However, the events promote Bink 36 as a creative hot spot in the city.

Entrepreneurs

Who are the entrepreneurs in Hangar 36? What is meaningful to them? Why did they start as entrepreneurs? How do they perceive the Hangar? How do they feel about Syntens? How do they feel about possible collaboration? Where are the bottlenecks? What are their strengths?

To provide answers to these questions a series of interviews has been conducted where every entrepreneur has been interviewed for approx. 60 minutes. The main findings are presented in this chapter. Elaborated results containing quotes and detailed conclusions are presented in Appendix I.

Who are the entrepreneurs?

0900-Design design store focused on design furniture, lightning and accessories owned by Rik. 0900-Design is the only store in Hangar. www.0900-design.nl

Blik interior stylist Caroline. www.blik.nu

ZVA architects owned by Remco and Walter. www.zeinstraveerbeek.nl

Studio Duel graphic design studio owned by Bas and Hederik who work together with Jonathan. www.studioduel.nl

Noodlewerk developers of Iphone applications owned by Jorn and Martijn, they work with a team of approximately 3 people who are either freelancers or interns. They share their space with Hollund, a fashion design company owned by Elles. www.noodlewerk.com

Petra van Trigt interior architecture owned by Petra who works alone. www.petravantrigt.nl

Pixel 8 a mini collective containing Maarten who works as a photographer, Mark who works as a web-designer and Alexander who works as a graphic designer. www.pixel8.nl

Studio UberDutch product development studio focused on creating brand value owned by Roel who works with an employee and an intern. www.uberdutch.nl

Bureau CQ product development studio focused on production, owned by Dennis and Arvid. www.bureauqcq.com

Creative companies

The type of companies located in the Hangar are all related to the creative industries. Almost all of them have been in Hangar since the start of Hangar 36 and most of the companies are older than Hangar. The average size is one or two owners, approx one or two employees and maybe some interns. Most of them work for Small and Medium sized Enterprises (SME's) and do so on a project basis which means they work on an hourly basis. Some work for large national and international organizations like VPRO (Noodlewerk), BMW (Blik) and T-Mobile (Blik). Some companies desire to develop their own projects (Noodlewerk) and others have done so occasionally (Studio UberDutch and Bureau CQ).

{ "Producing our own ideas is something we did as a side project once and it went well but we don't really do it by choice. If we decide to do make that choice our company is going to look different. We are flirting with that thought, but you don't just launch a product, it has to be a line, a brand with a marketing- and sales plan to back it up."

Most entrepreneurs give a very clear answer without hesitation when asked what makes them better than competition. Their answers show some differences and similarities. Some companies indicate their strength is the social aspect, the connection they create between them and their client. (Duel, Pixel 8). Bureau CQ manages the complete development process ensuring the highest quality. Blik has a signature style that clients either like or dislike. The majority states their strength is in understanding and translating the wishes of a client (Noodlewerk, Duel, Petra van Trigt, Studio UberDutch, and ZVA). When further elaborating their answer most entrepreneurs make a mixture of all the above answers.

Most companies indicate their network is their most important source of clients. Most of them believe that the quality of your products should do the advertising for you.

{ "If your products are good you start making more money automatically."

As a result some companies indicate they never do any acquisition, clients find them (Noodlewerk, Blik, Duel) and they can choose the projects they like.

Reasons to become an entrepreneur and indicators for success

All entrepreneurs indicated they started their own business because they desired creative freedom. They often feel they do a better job if they work for themselves and don't like the idea of conforming to someone else's vision. Furthermore, for many of the entrepreneurs success depends on the quality of their products. Also, some desire to be known for their work. All entrepreneurs mention money as a secondary motivation and state that it's only important because you cannot survive without it.

{ "Creating and developing is our passion, entrepreneurship is a necessary detail."

"If we interfere with something we know we do a better job than most other companies do, so let's at least give it a try." **}**

{ “I got shingles when I worked for a boss, you are a successful entrepreneur if you keep can keep pushing yourself to renewal and broadening your horizon.”

{ “I started as an entrepreneur because I am perky and I think I do everything better if I do it myself. With my latest job I got stuck because there is always someone above you with a different view.”

What is Hangar 36

When asked how to explain Hangar 36 to a potential client the answers vary. Some entrepreneurs refer to the original concept intended by Rik.

{ “The idea was that young and talented people knock on the door of Hangar 36 with an idea, it goes through all the companies in our building and eventually we sell the successful products in our store. We have those young and talented people all around Den Haag, there is a very big offer of design education not just in the city but Delft is just around the corner. Why do we have so many institutes but no famous designer from Den Haag like Starck, Wanders or Roderick Vos? Hangar 36 should have been a platform for talented people. Furthermore, we wanted to include professional production companies and get them in contact with the young talents. The companies would provide materials, the students would be guided by professionals from their own educational institute and machines would be provided by the city government. If I hear myself tell this story three years later I realize it was a big ambition and it has not succeeded. “

Some members refer to the Hangar as an interior collective, a design collective or a collection of companies. Mostly followed by the addition that the doors are always open for everybody or how easy it is to get advice from colleagues. Everybody agrees the Hangar is multidisciplinary and some indicate that as its biggest strength.

{ “Our biggest strength is the combination of different disciplines. I wouldn’t find it interesting to be located here with 20 of the same companies. That’s why we don’t have one core value.”

Also, some entrepreneurs make a comparison between Hangar 36 and other spatial clusters such as Van Nelle Fabriek, Caballero Fabriek and Bink 36. Some entrepreneurs indicate they use the names of Bink or Caballero to give clients an impression of what they are doing, because clients often know those names. Everybody agrees Hangar 36 is something separate from Bink 36. They refer to Bink 36 as un-personal and a loose collection of companies with no direction.

{ “The Bink is just a collection of independent entrepreneurs who have nothing in common and don’t know each other.”

{ “In the Bink you have no idea about the person working next to you. I know about the van Nelle Fabriek because I attended their event, 100% design, big companies are located there. That’s not what we are as Hangar and that’s not what I want.”

Furthermore, some companies indicate they think Hangar has something raw, industrial and unpolished which they like.

{ “Our black and yellow stripes are a perfect image for us. It feels industrial, not too polished and a lot of ideas under construction.”

Presence in Hangar 36

There is no main reason why entrepreneurs joined Hangar. The entrepreneurs indicate the combination of price, space and location played the biggest role. Everybody says they believe in the benefits of synergy between companies and some indicate they expected that to occur more frequently before they joined Hangar. According to the entrepreneurs, the main reason that collaboration doesn't happen often is that entrepreneurs have their own company to worry about.

{ “Eventually the decisiveness is very low; you have your own company to worry about. If there is no output, commercially, you have to consider how and where you want to spend your time. That's the reason we have become reticent. However, I do believe we can help each other a lot, every discipline related to product design is represented in the Hangar. It's good to be in each other's presence and understand each other and sometimes need each other. That's why I once joined the Hangar.”

The current situation is described as an open atmosphere where it is not uncommon to walk into someone's office for advice. A number of entrepreneurs indicate they are satisfied with the current situation and are not looking for something new to spend their time on.

Others indicate they are also satisfied with the current situation but feel the Hangar could be more.

{ “There used to be the intention to link the entire chain of a product development process to each other. I believe the Hangar could fit that concept. But in practice it doesn't happen. We do have business agreements and are involved in each other's concepts. We have needs and matches between each other, but I haven't seen the entire chain of product development yet. And to be honest, I am satisfied with the current situation and I'm not looking for change.”

{ “I don't miss the real synergy that much, if I want something I can go to someone. I don't want to involve myself in everybody's projects. The intensity doesn't have to be continuous or organized.”

{ “I am satisfied with the current situation in terms of cooperation. We do ask each other if we think it's relevant. However, we are not actively presenting ourselves as a collective in our acquisition towards potential clients. I think Hangar 36 could be more than what it is now. I would like to hear a client say: wow! You are located in hangar 36.”

{ “I started in Hangar because of the dynamic situation. Things originate with or without rules. People that really want something find each other. Other people don't do that much, they don't have the need or they don't show initiative. Because there are people that don't do as much, other people are not willing to do that much either, you don't want people hitchhiking on your work. Hangar 36 is not what it could be. I'd rather work in a small group with all motivated people than a group in which I have to motivate people because they aren't motivated by themselves. I also believe if you didn't participate you also shouldn't be able to benefit, people don't like hitchhikers.”

Participation in Hangar 36

When it comes to participation, it seems it is approached from two angles by the entrepreneurs but results in the same argument. Most entrepreneurs that indicate they are not looking directly for change also say that if a good idea comes along which they believe in, they are still open to participate depending on the content. While Entrepreneurs that indicate the Hangar is not what it could be, state they already have a very busy schedule managing their own company and don't just want to spend their time on everything. Eventually, everybody agrees time is money.

{ “If I think an idea is interesting I am willing to invest more time. That's the bottleneck; you don't get to something you truly believe in without making an initial investment.”

Future of Hangar 36: Events, Interns and Co-operation

Some entrepreneurs indicate they would like to present Hangar 36 as a place where all the different disciplines are present. A client would come to Hangar because it would save money and time instead of talking to a lot of different companies. Hangar 36 could be a mutual contact point.

However, everybody questions about how to profile Hangar 36 to the outside world. Many entrepreneurs indicate the organization of events is a powerful tool. But not everybody agrees on the program of these events. To some entrepreneurs the events are an opportunity to network.

{ “When 0900 organizes “wine and design” we see a lot of activity here. Last time I ran into an interesting new contact. If things like that happen more often it would be beneficial.”

{ “The events are good; it attracts people to the building so I can network. There isn't so much output it's just a chance to sell yourself. In terms of the theme behind such an event I don't think it's possible to have a theme that fits every one of us. Usually it refers to design or product development. For a photographer like me it's not that interesting.”

On the other hand some entrepreneurs don't see any benefit in organizing events. Because the different disciplines are too far apart and the individual networks don't match enough.

{ “If you have no idea about what exactly you are profiling there is no use. What about the underlying message you try to communicate when organizing events? “Come to hangar.. we have nice people here” that’s not a message. Who should come to such events? You can bring your own network here, but that’s your own network. Do they have any advantage from the collaboration of a collective? You don’t want to spend your energy trying to communicate a message without substance which is exactly what happened in the past.”

Besides events there has been the initial idea of an internship pool, a collection of interns that could be deployed in multiple projects of different Hangar 36 companies. While many entrepreneurs see some benefits in the input from students they don’t feel anything for the idea of putting multiple interns together. The primary reason is that they don’t believe the interns would receive proper guidance.

{ “If I use an intern I want to use him in my own studio, in a pool with only students they don’t learn anything from each other. I don’t like the idea of a pool. I do think the input from students could be potentially interesting but not by putting them together and just say: think of something.”

{ “I don’t like the idea of interns that belong to nobody. I don’t believe you can make anybody here enthusiastic about guiding those interns. I would rather see interns create something like the web magazine idea instead.”

{ “Activities are linked on a specific company, if you want to hire an intern you want to use him for your company only. What does an intern learn from eight different people guiding him into eight different directions? Maybe on a different level, outside of our own discipline, organizing events or something. I think the synergy between Hangar and students would be a good thing.”

Identity and collective work

All entrepreneurs indicate the identity of their company is a very important aspect of doing business. Furthermore, all entrepreneurs said that they would never operate under the name Hangar 36 for individual projects. However, if multiple entrepreneurs participate they usually wouldn’t mind promoting the project under the name Hangar 36. Why would the Hangar get credits if only two companies would participate? Why would you call it Hangar if less than half the companies participate? Do they have enough decision power in such a large group?

{ “We will never want to give up our identity as Duel. If Hangar would be worth mentioning I would link my name to it. But when you are an entrepreneur for so long your company is sort of like your baby. You don’t want to sacrifice your baby, especially if your baby exists longer than Hangar 36 which is true in most cases. “

{ “To be involved in mutual projects is something I do not exclude. But I see problems in terms of taking initiative, not only from me but also from others. I am not keen in carrying the load and motivating others to participate and I don’t expect others to do so as well.”

{ “If you want to put products to market everybody has to invest equally but you can’t force them to. Furthermore, your own name is always the most important. Putting a different label on a designed product is not something I would like to do if I don’t feel like the investment has been equal.”

{ “I don’t care if we approach a client from the name Hangar 36. Especially if it’s a client I was never able to reach if I was by myself. That’s a lesson I’ve learned by now. I don’t expect others to put a lot of time in such a project. I consider 3 hours a week to be a lot. I also don’t mind other companies from outside the hangar participating.”

{ “It’s a bad idea if Hangar 36 starts to produce and market products. We are very decisive and get things done. In a big collective decision making takes too long. If I wanted to produce products I would do it myself, that’s why I became an entrepreneur. I do see the potential for collaborative concept development, because that’s when you use the capacities of the people here. But to really develop and market a product I would rather do it myself. If we have a good idea in which I believe I get better from it ,and we all get better from it, I am prepared to invest.”

{ “I don’t expect to look behind my own discipline and come up with all kinds of new ideas I don’t have expertise for. Putting products to market is a very different kind of entrepreneurship that doesn’t fit our company. I’d rather give advice on someone else’s idea and see how my expertise would fit that answer. “

{ “I don’t know about mutual projects. I would invest time in something like an online e-magazine, where everybody can put his own content on a creative spectrum. It stays individual but you have create something together, like a podium, not something you have to commit yourself to every month, just something that is easy to add to online conversations. I don’t know what I can add to other people’s projects. I often have an opinion, which I would like to give if they ask me, but it has to be a fluid process and short. Every meeting generates a lot of ideas and opinions; we have plenty of those. Time is money; if an idea would generate money people want to join, even if it’s money from funding or whatever.”

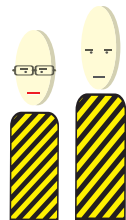
{ “With everything I do and every decision I make my own company comes at first place. If I decide to develop a product I do it under my own name. I only want to label something as a Hangar project if we work on it together.”

Syntens

Syntens has indexed the stories of individual Hangar members and decided to form groups in which the entrepreneurs are divided. The idea behind this construction is that it's easier to gather in a small group of people. The organization did not thrive and according to some entrepreneurs this is because if you work in a small group and think of something you still need the other group and you end up with just as much dependence as you would have had in a bigger group.

Furthermore, the groups didn't know what was expected. Finally, according to some entrepreneurs there are some people in the Hangar who function as a motor and are willing to carry some load when it comes to taking initiatives. Those motors together usually get something done but with those people divided over different groups nothing happens.

“Syntens has divided us into groups; it went wrong because you cannot commit people to certain tasks. If group A develops an event you have to activate group B for marketing. If I'm in group B and unavailable; the idea dies. You always have certain load carriers if they don't commit themselves anymore because they feel like now it's someone else's turn the whole idea dies as well.”



Hangar 36 as a foundation

The foundation is not very active. Its main purpose is to create a mutual reference point for invoices. The original intention was to use the foundation to help the hangar grow.

“The foundation is doing nothing, right now it's an empty shell which is why we don't want to invest a lot of time in it right now. There are numerous things the foundation could be doing but its main purpose is to send common invoices. All entrepreneurs are busy with their own schedule and in that situation it turns out it's a lot harder to give substance to such a foundation then you think. However, the foundation does give insights in financial flows and makes it easier to send an invoice when organizing an event.”

External Analysis: Summary

Other types of collaboration between entrepreneurs have been visited: It is concluded that the two factors that have the most influence on collaboration within a cluster (and therefore determine what is expected from the initiator, relevant to the members and possible within those boundaries) are the clusters' primary goals and the level of management within the cluster. This resulted in four different types of clustered collaboration: **Accumulator, Incubator, Facilitator and Collective:**

- Accumulator** is a collection of companies where collaboration is not the primary goal and where there is no management to perform task that are of particular interest to the participants.
- Incubator** is a type of spatial cluster where the primary goal is towards individual growth of the participants, collaboration is a secondary goal. Any collaboration that originates in the process is perceived as a bonus.
- Facilitator** is a collaborative form where collaboration is the primary goal and where a management team is responsible for facilitating that collaboration. An example is Veeel, which approaches clients as a regular design agency, and then writes a project plan where every task is outsourced to a group of designers.
- Collective** is a collection of entrepreneurs that decided to work together on certain projects. Initiative to generate a project has to come from within the collective. A collective is often gathered around a certain theme like sustainability.

How does the situation in Hangar 36 compare to the situation in other collaborative forms? The internal organizational structure and the past of Hangar 36 create a little bit of complexity in answering this question.

Hangar 36 is a division of Bink 36. Bink 36 is considered to be an accumulator. It is owned by a housing corporation that has no intention to influence individual behavior of its participants, but profits from the image generated by initiating a place like Bink 36. Bink 36 hosts a number of events that are organized by external parties. These events contribute to a positive promotion of the name Bink 36 as a creative hotspot in The Hague.

Opposed to Bink, Hangar 36 started with the intention to execute mutual projects. The participants have been gathered by the initiator with that goal in mind. The projects had to be initiated by the participants typifying Hangar 36 as a collective. The interviews with the entrepreneurs from Hangar 36 and the initiator showed how and why the idea of a collective was too ambitious to function in such a way.

If Hangar 36 in its current state is placed in a category of spatial clusters it would be an accumulator. There is no management that is dedicated to influence individual behavior. And the primary goal is not to collaborate. Entrepreneurs pay rent to Vestia which in return is expected to manage the building and the facilities. The entrepreneurs have no obligations outside their own companies' agenda.

Physical distance between the entrepreneurs is actually quite high. Physical distance is identified as an important factor in collaboration between entrepreneurs (Munyon et al. 2011). Because the entrepreneurs are located in the same building it might appear as if there is no physical distance. However, the chance you actually see colleagues during the course of a random day is a lot smaller than in an open space such as Ro-Co or the Creative Factory. Considering how hard it is to prevent their members from withdrawing into their own shell, physical distance in Hangar 36 is considered to be quite high.

Cultural distance is quite low. Cultural distance is identified as an important factor in collaboration between entrepreneurs (Munyon et al. 2011) The entrepreneurs are pretty much in line with each other. The companies are all in the same range in terms of target group, industry, age and philosophy. The interviews showed how most of the entrepreneurs started as an entrepreneur, when they consider themselves to be successful and where they get their clients. Their answers were very similar. The entrepreneurs agree that Hangar is something different than other accumulators such as Binck or Caballero factory which are considered as a cobbled together pile of companies with no direction. **Because of their shared history, and the clear sense of belonging to Hangar 36 that is expressed by most of the members the cultural distance is very low compared to the situation in other clusters.**

The visited examples act as a source of inspiration and opportunities for Hangar. It can be concluded that with the right goal, organizational model and participation, partners and sponsors are interested to participate (Creative Factory). Work can be outsourced to independent designers which can be managed in teams (Veeel). Access to tools and machines is becoming increasingly available (FabLab). Designers are willing to share and optimize each other's designs (FabLab). It is not unthinkable for members of a collective to initiate their own project (Xpositrons' solar station). Entrepreneurs are willing to work under a shared identity if it stands for something (Ro-Co). And a team of interdisciplinary students can be effectively managed to implement innovations in an organization (Rotor, AAA).

External Analysis

The goal of the external analysis is to find opportunities and learn lessons from other collaborative initiatives. To find out what different forms of collaboration are executed in practice and what works and what doesn't, a number of professionals with experience in these fields are interviewed. The full interviews and conclusions are found in Appendix II. To present an image of the different types of collaborative forms that have been found a summary is presented below.

Rotterdam Collective

Rotterdam Collective (Ro-Co) is a collective of young and starting entrepreneurs sharing a space in Rotterdam. Members of the collective have their own businesses but the collective works together as well. The reason to start the collective was that the founders desired to work in such a collective environment for themselves and wanted to work surrounded by inspiring people. The collective only executes projects that have a social or sustainable component. However, as a member you are free to do whatever you like with your own business. The members share a meeting room, kitchen, and a storage/ printer/ scanner/ copier room. They also offer a number of flex-work places, a single place at a desk to work on.

Creative Factory Rotterdam

Creative Factory Rotterdam is a creative incubator located in the Maassilo at Maashaven in Rotterdam. At the creative factory, starting entrepreneurs rent a workspace in a unit. A unit is an open space where approximately 10 entrepreneurs work at several desks and share a kitchen. The creative factory has partnerships with different companies that benefit from an entrepreneurial image but mostly to be close to new ideas and a creative environment. Entrepreneurs in the creative factory are offered coaching and are introduced to network events.

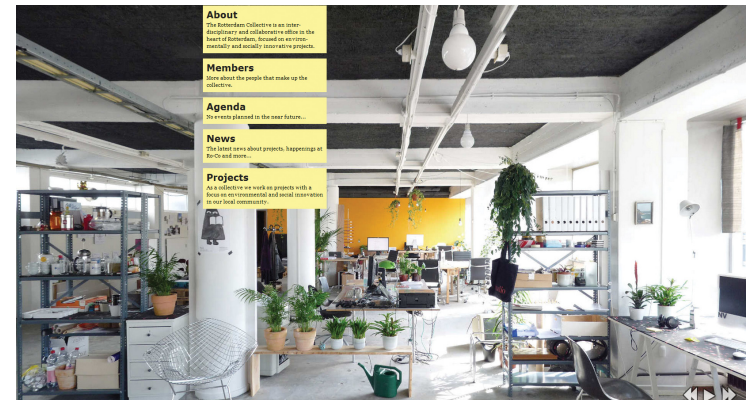


Figure 4: Open-work space in Ro-Co presented on their website.



Figure 5: The Creative Factory is located in the Maassilo in Rotterdam.

Veel Amsterdam

Veel is a design agency based in Amsterdam. They have a unique approach towards the execution of projects and the involvement of students and professionals. Veel manages a platform called design rider, where a pool of 1385 designers have the ability to apply for projects that Veel executes for clients. Veel manages everything the designers need for successful collaboration.



Figure 6: Design Rider platform by Veel

Rotor and AAA concept cars

Rotor and AAA concept cars are famous in the eastern region of the Netherlands for their collaboration with students. Rotor is market leader in the Netherlands in the industry of electric motors and has its own innovation-lab that has successfully launched internal innovations throughout the organization. The innovation-lab is populated by student and managed by trainees. AAA concept cars is a project from Rotor with the goal of developing an electric car that runs on an electric motor from Rotor. The AAA concept car team also consists of students only.

FabLab

FabLab is a network of workspaces where a selection of machines worth approx 25.000 euro is gathered and participants can make anything they want. According to FabLab we are past the digital and communication revolution. The new trend is personal fabrication. FabLab is facilitating the personal fabrication for anyone. People that use the machines leave their source-files on the computer, this way any product created on Fablab machinery becomes open source and free to modify and improve.

Xpositron

Xpositron is a building where multiple companies are gathered and rent a space. Xpositron is a typical example of a collection of entrepreneurs that work in the same building but don't do anything to collaborate. However, as a mutual project the entrepreneurs decided to cover the roof with solar panels, making the building almost 100% self sufficient.

Types of collaborative clusters

Similarities and differences have been found in the examples of collaboration between entrepreneurs. To determine the position of Hangar 36 compared to these examples the main differences and similarities are assessed to create specific categories of spatial clusters.

A spatial cluster is always started by someone with a certain vision who benefits in a certain way. A cluster has participating entrepreneurs that also benefit in a certain way. These benefits are the main reason why entrepreneurs participate in such a cluster and therefore determine what opportunities can be found to improve collaboration.

The two factors that influence the difference in collaborative activity within a spatial cluster the most are the clusters' primary goals and the level of management within the cluster.

Primary Goals

The idea of forming collaboration plays a role in the origins of every spatial cluster, but it's function is not always the same. A separation can be made between two types of clusters.

- {

The cluster is initiated with a primary goal towards collaboration.

1
- {

The cluster is initiated with a primary goal towards something else (e.g. stimulating entrepreneurship, urban development, rent space), where collaboration is seen as something that might occur as a positive result from the primary goal.

2

Management tasks

Every cluster has a form of management that performs certain tasks. A division between two types of management can be made.

- {

The management performs general tasks that benefit but do not influence the behavior of individual participants (ordering paper, promoting the building, maintaining facilities).

1
- {

The management performs tasks that benefit and influence the output of individual participants.

2

Model of collaborative clusters

Based on these two variables 4 different forms of collaboration in a creative cluster can be distinguished that are represented in the following model:

		Primary goal towards collaboration	
		Yes	No
Management interferes with output of companies	Yes	Facilitator	Incubator
	No	Collective	Accumulator

Figure 7: Types of collaborative clusters

A summary of the different types is presented in this chapter. A full description of the different types is found in appendix III.

1 Facilitator

A facilitator is a collaborative form where collaboration is the primary goal and where a management team is responsible for facilitating that collaboration. An example is Veeel that approaches clients as a regular design agency, and then writes a project plan where every task is outsourced to a group of designers. Veeel manages that collaboration and assembles the different projects into the final result. There are many other examples of facilitators, mostly of online communities and platforms that differentiate in how intense the facilitator manages the collaboration and if the participants are product users or professional designers. In most cases participants receive a reward.

Benefits for the initiator: Access to many competences and ideas

The initiator has access to a very large pool of knowledge, capabilities, competences and ideas. This makes it easy to generate a lot of solutions to a problem, to deliver quality on many different disciplines, to serve a very wide variety of clients and to be original. If the pool of participants is large enough the facilitator has the ability to use the same competence for multiple purposes at once, allowing projects to be finished quickly and to serve many clients at the same time. Of course the initiator can also be its own client, in that case the facilitator has an additional benefit, instead of selling a good product or service to a client, this product or service can be implemented into the company as what happens at Rotor.

Benefits for participant: Access to clients

Participants in facilitation have a chance to work for a client that would otherwise be inaccessible. They also have a chance to work on a project where the end result is of a higher quality than

what could be achieved alone. They also don't need to engage in activities that are not their strengths; for example, acquisition. There is a high probability the reward is the greatest motivator to participate. The reward depends amongst other things on the expected quality of the work, the scarceness of the talent required and the experience of the participant. A participant can earn a salary, study points, or a chance at winning a competition.

2 Incubator

An incubator is a type of spatial cluster where collaboration is a secondary goal. The primary goal is towards individual growth of the participants, any collaboration that originates in the process is seen as a bonus. The cluster is managed by a management team. Often, participants in an incubator are placed temporary; they either become too successful or show no growth. In both cases, they need to make room for a new participant.

Benefits for the initiator: Entrepreneurial image

The initiator has a chance to stimulate entrepreneurship. Therefore the initiator is very often a person or organization that benefits from this stimulation directly (city governments), or indirectly in the form of networking, promotion, sponsorships and subsidies (e.g. universities, housing corporations or individuals with affinity towards entrepreneurship).

Benefits for the participants: Reduced risk and Access to expertise and networks

Participants benefit from an organization that has an interest in stimulating their growth and reducing their risk. Benefits could include: renting a relatively cheap space and facilities, coaching and training below market price, introduction to potential clients through events, introduction to potential partners through events, positive image, and work in a stimulating environment.

3 Collective

A collective is a collection of companies, or entrepreneurs, that has decided to work together on certain projects. Management tasks are equally divided between the entrepreneurs. Initiative to generate a project has to come from within the collective. Often, a collective is gathered around a certain theme like sustainability.

Benefits: Execute bigger projects

Execute projects that are too big for an individual entrepreneur to work on. Also, execute projects that carry out your ideals.

And share expenses and facilities such as work space, a kitchen, a copy machine and ink-cartridges. Furthermore, work in an inspiring environment. This argument is very valid for this type of cluster, because in most cases the collective has decided to work together by themselves, this means they already know they stimulate each other and they like to work in each other's presence.

Expected from participants: Take initiative

Participants are expected to take initiative towards collective action. Generate new projects and ideas. Perform acquisition, and motivate others to participate. Furthermore, participants are expected to participate in initiatives from others.

4 Accumulator

An accumulator is a collection of companies where collaboration is not the primary goal and where there is no management to perform task that are of particular interest to the participants. In other words: the accumulation of a set of companies in a building. In contrast to the situation in an incubator, entrepreneurs in an accumulator can stay as long as they like or pay rent.

Benefits for the initiator: Entrepreneurial image

The initiator has a chance to stimulate entrepreneurship. Therefore the initiator is very often a person or organization that benefits from this stimulation directly (city governments), or indirectly in the form of networking, promotion, sponsorships and subsidies (e.g. universities, housing corporations or individuals with affinity towards entrepreneurship).

Benefits for the participants: Cheap space

Participants have the option to rent a relatively cheap space and share facilities. Furthermore, they have the chance to work in an inspiring environment and to meet other entrepreneurs and exchange ideas and knowledge. Depending on how well the initiator manages the cluster they indirectly benefit from promotion and neighborhood activities as well.

Expected from initiator: Act like a housing corporation

Facilitating cheap space is definitely a form of reducing risks for entrepreneurs and stimulating entrepreneurship. The initiator is expected to maintain the facilities in the building. In other words, act like a housing corporation.

Expected from participants: Respect the building

Participants are expected to pay their rent and to respect each other, the shared facilities and the general rules. Furthermore, they are not expected to show any form of initiative towards collective action or to generate new projects and ideas for the group. Perform collective acquisition, and motivate others to participate can be beneficial but it is the participants responsibility.

Conclusions: Hangar 36 in the past and present

Vestia's statement on their website about the initiation of Bink 36 corresponds very well to Florida's theory on the gentrification of neighborhoods (2001). For Vestia the Bink 36 is a successful project to promote their good intentions and investments in the city. They provide relatively cheap space to entrepreneurs; which means they fulfill their promise on stimulating entrepreneurship in the city on at least one aspect. While Bink 36 was initiated by Vestia and the city The Hague to stimulate entrepreneurship in a broader sense, Hangar 36 was intended as a collaborative form of entrepreneurship from the start.

The initial idea was to be a creative hub where young talent (students), design companies and production companies, would join forces to generate a creative incubator / collective / facilitator. Young talent would present an idea. Design companies from multiple disciplines and teachers from educational institutions would guide them to elaborate that idea into a feasible solution. Production companies would produce a tangible product ready to be sold in the 0900-Design store.

Rik Krispijn, the founder of 0900-design store assembled the participating companies from his own network and arranged the location in the Hangar building that was part of Bink 36. Rik indicates he is very proud of what he and the participants have accomplished in the Hangar, but also admits that the original idea did not thrive very well.

Eventually, the concept didn't work because the educational institutions and production companies didn't participate. In retrospect Hangar 36 was quite an ambitious project, based on the information from the interviews compared to conclusions from theory on collaborative entrepreneurship (Ribeiro-Soriano & Urbano, 2009) and communities of practice (Akkermans et al., 2008; Wenger, 1998) it can be concluded the initial idea did not thrive for three reasons.

- 1 { Domain (Wenger, 1998).**
The idea depends on the involvement of too many parties with different interests, students, entrepreneurs, educational institutions and production companies. Comparing the initial ideas with the types of collaborative clusters it shows that Hangar 36 tried to be all of them at the same time. Comparing this situation to theory, it could be stated there was a lack in meaningful domain.
- 2 { Community (Wenger, 1998).**
For many entrepreneurs the vision on what was expected from them was not completely clear from the start. Comparing this situation to theory, there was a lack of a clear strategy or shared vision.
- 3 { Practice (Wenger, 1998).**
It was unrealistic to expect the entrepreneurs from Hangar 36 to take initiative in finding partners, guiding students, maintaining relationships, initiate projects and execute them while running a business on the side. There was no formal or informal leader on this subject. Comparing this situation to theory, there was no coordinated practice or structure.

Current situation

The entrepreneurs have engaged in shared activities such as promoting the Hangar on a website or through the organization of events. **This is an indication of successfully executing shared activities (Akkermans et al., 2008).**

The entrepreneurs have their own business to worry about.

The interviews show that the entrepreneurs have engaged in shared activities, but don't agree on the direction these activities take them. The majority of entrepreneurs also express a lack of trust in each other's willingness to take initiative and risks. Also, the trust in the entrepreneurs' own ability to take action and risks is low.

All entrepreneurs indicate they are very open towards new ideas and are willing to participate and take risks whenever they believe in the idea. This results in a paradox:

There will never be a project for people to participate in before someone invests a reasonable amount of time to initiate this project.

Entrepreneurs that have taken initiatives did it from an individual (or small group's) perspective. Agreements have not been kept in earlier initiatives. Probably because the goals were not relevant enough for everybody to fully participate. This results in a domain (as defined by Wenger, 1998) that is not meaningful to everybody. Based on the interviews the 5 primary bottlenecks regarding collaboration are:

Initiative.
Involvement.
Recognition and Identity.
Decision making.
Organization.

Reversed spiral

Theory on communities of practice by Akkermans et al. (2008) and Wenger (1998) states that groups engage in meaningful activity to establish a domain. Activity becomes shared to establish a community. Activity becomes organized to establish a coordinated practice. The coordinated practice brings meaningful benefits into the group which further tightens their relationships etc.

It seems this process can also reverse itself. If a strategy is not shared, entrepreneurs might not feel the coordinated activities they participate in are meaningful. Promises and agreements might not be kept in practice which will have a negative impact on trust between entrepreneurs. Entrepreneurs that used to take initiative no longer see the point to do so.

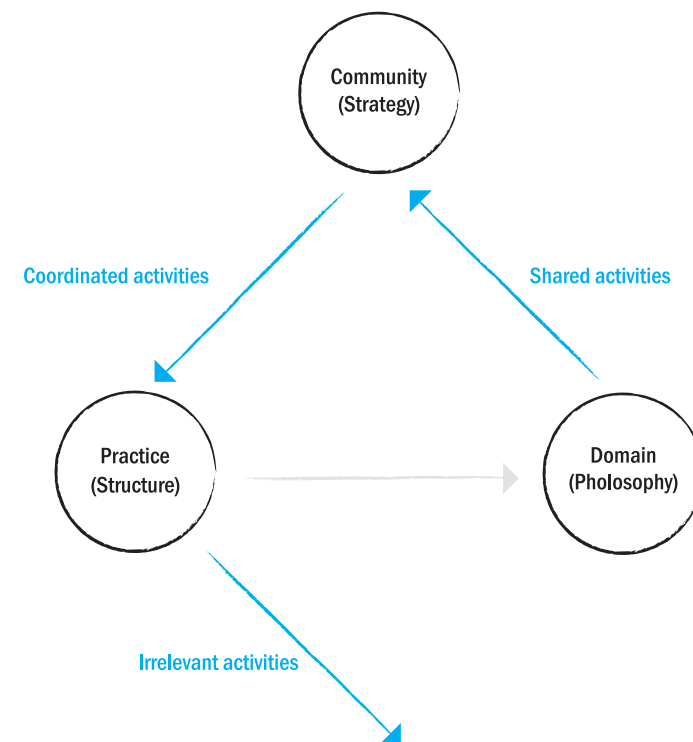


Figure 8: COP's when relevance is lost. Based on collaborative entrepreneurship (Ribeiro-Soriano & Urbano, 2009) and communities of practice (Akkermans et al., 2008; Wenger, 1998).

When organizing communities of practice, Akkermans et al. advice to look for groups that have a shared history together (2008). In this particular situation a shared history could be an extra obstacle.

Luckily, a lot of positivity can be found between the entrepreneurs in Hangar 36:

{ In the current situation the individual entrepreneurs perform very well in their own markets and the members of Hangar 36 often walk in each other's offices for advice.

{ There is a great amount of trust in each other's ability to generate ideas and quality of each other's work. When entrepreneurs have a client that executes a project with multiple disciplines they often recommend their Hangar 36 colleagues.

{ There is still a desire by a number of entrepreneurs to leverage the advantage of a group of talented multi-disciplined and entrepreneurial individuals located in the same space.

Furthermore, an organizational structure as proposed by Syntens has failed to come off the ground. The proposal focused on coordinated activities and an organizational structure from the start. This is the opposite of what Akkermans et al. advice (2008).

Approach: Hangar 36 in the future

The goal of the project is to enable the participating entrepreneurs to structurally benefit from their presence in Hangar 36. The combination of theory and analysis resulted in an accurate overview of the situation in Hangar 36. But how will this information be used in order to achieve the described goal?

The remainder of this project focuses on two key activities:

Motivate the entrepreneurs; find relevance and generate support

As discussed, the entrepreneurs in Hangar 36 have a shared history together and feel connected to the group. However, experiences in the past resulted in a low level of collaborative action in the present.

Figure 1 describes the relation between the different aspects of collaborative entrepreneurship and communities of practice in a closed process. Figure 8 describes what happens if collaboration is not perceived as relevant. Figure 9 describes the approach towards Hangar 36 in terms of this model. The following three steps are identified:

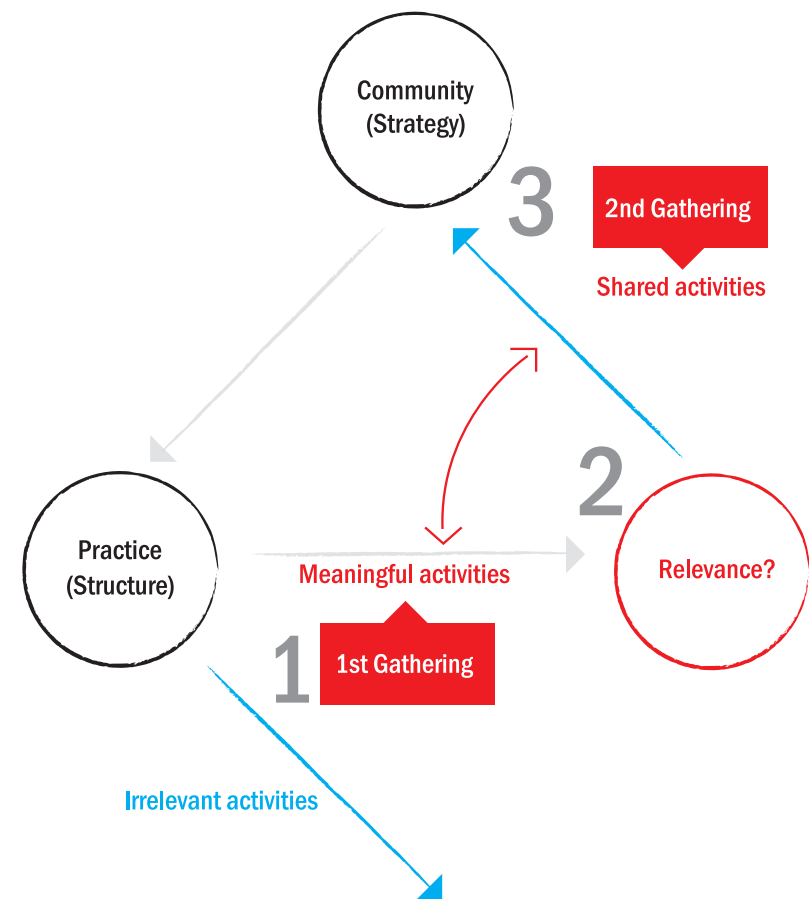


Figure 9: Approach towards Hangar 36. Based on collaborative entrepreneurship (Ribeiro-Soriano & Urbano, 2009) and communities of practice (Akkermans et al., 2008; Wenger, 1998).

- 1 **Find relevance** by having the entrepreneurs discuss a number of generated concept directions.
- 2 **Distillate a general vision or mentality** from the group discussion that will be the basis for generating more specific ideas.

- Generate support and ownership for the ideas by the group.** A second session will be organized in which the entrepreneurs pick their favorite ideas that have been generated and identify the steps that are required to execute these ideas.

Concept and Idea Generation:

Two gatherings are organized where the input of the group is required on a number of concepts and ideas. While ownership and support from the group on these ideas is a very important aspect, it is decided not to do all the idea generation in group sessions for the following reasons:

- { The entrepreneurs have very little time to participate in such a gathering. Providing a frame around the type of ideas that will be discussed will help to keep the gatherings short and time efficient.
- { The concept and ideas have to fit the goals and criteria that are derived from the analysis, which the entrepreneurs don't have immediate access to.
- { Presenting these goals, criteria and concepts leaves more time for suggestions, discussions and decisions.

The first set of concepts is generated based on the strengths and bottlenecks found in Hangar 36 combined with the possibilities that have been found in external examples.

The ideas for the second meeting are generated during a creative session with first year students of the HHS in The Hague and transformed to fit the mentality of the entrepreneurs that has been derived from the first session.

Further steps

The second chapter presents the establishment of a group mentality towards relevance in terms of collaboration: The generation of concepts, the preparation and execution of the first gathering and the transformation of the conclusions to a relevant vision and direction.

The final chapter presents the elaboration of that direction: The generation of specific ideas and the preparation, execution and conclusions of the second gathering.

A separate module will be presented that contains the elaborated ideas from the final gathering as a reference to the entrepreneurs in Hangar 36.



**{Establishment of a
relevant domain}**

Introduction

This chapter presents the generation of concepts and the preparation and reporting on the first gathering with the group as a whole. The main goal of this chapter will be to find relevance. Collaboration lost relevance to the entrepreneurs in Hangar 36. This results in a situation where collaborative projects will never have a chance to succeed regardless of the quality of the ideas. Relevance is found in activities that connect to the specific wants and needs of the participants (Akkermans et al., 2008).

The concepts act as a starting point for a group discussion. How do the entrepreneurs react to the different concepts? What aspects are regarded as positive or negative? What will their arguments be? What is the general attitude of the group towards collaboration? **The conclusions from the group discussion are summarized into a group mentality.**

Criteria and Concept generation

Concept generation has been performed by identifying opportunities in other collaborative clusters that would connect to the primary strengths of Hangar 36. These opportunities have been transformed into concepts through a number of criteria.

These criteria have been developed by processing the five primary bottlenecks into the following criteria: Expected relevance, level of involvement, individual vs. collective and organization.

1 Expected relevance

The benefits should be high enough and the initial investment to start the concept should be low enough for any entrepreneur to want to participate.

{ How relevant or meaningful is the proposed idea expected to be to the entrepreneurs? Does it change a previously unsatisfying situation? To which wants and needs is it expected to connect?

2 Level of involvement: Forced-Fit or free for all?

How do the entrepreneurs get involved?

{ Asking for a very large commitment from the start will make the entrepreneurs feel very reluctant towards the concept. The other side is that if participation is a choice without any commitment everybody will sign up for participation but agreements will not be kept.

3 Identity and decision making: Individual vs. Collective

The two reasons that are heard most often to become an entrepreneur are that the entrepreneur rather does everything by himself and that it is believed he or she would do it better than their current employer.

Entrepreneurs with that mentality have been running their business for longer than Hangar 36 exists in almost all cases. Their business, their independence and the name and reputation they have built for themselves are very valuable to them. Different aspects of individuality can be applied:

Identity: Present your work and your company as an individual company vs. representing your work and your company as part of a group.

Decision making: Get to make your own decisions vs. having to obey to group decisions.

4 Organization: Competences alignment and the possible role of students

Chesbrough and Schwartz state that one of the steps in developing effective alliances between companies is to align competences. They apply three levels of competences (2007). The competences are found to be applicable to large organizations. Entrepreneurs in Hangar 36 have different levels of competences:

Core competences are their specialty and the center of their own business.

Personal competences are their abilities to generate creative ideas and produce creative designs combined with entrepreneurial skills.

General competences are the ability to complete any general task like painting a wall or buy groceries for a barbecue.

Because the exchange of knowledge and ideas between students and entrepreneurs is an interesting opportunity and the entrepreneurs have very little time students are perceived as a possible solution for any activity that the entrepreneurs can't do.

The possible role for students in the organization is examined in every concept.

Idea Scenarios

A summary of the developed ideas is provided in this chapter. Five preliminary concepts are presented.

- 1 *Hangar 36 members start to produce and sell their own products.*
- 2 *Hangar 36 actively approaches clients to pitch their mutual services.*
- 3 *Hangar 36 manages and sells a line of products that are designed by talented interns.*
- 4 *Hangar 36 increases chances for natural synergy.*
- 5 *Hangar 36 promotes itself through a series of events.*

1. Create products

A selection of Hangar 36 members participates in the creation and design of new product ideas. The further development of the products and marketing strategy is done by partners.

The participating entrepreneurs benefit from each other's ability to generate ideas and expertise to create product ideas and designs on a level they could not have reached on their own. They benefit financially from the revenues of products sold and by building a portfolio. When using their core-competences, participating companies get paid in the form of a bigger share in the final results.

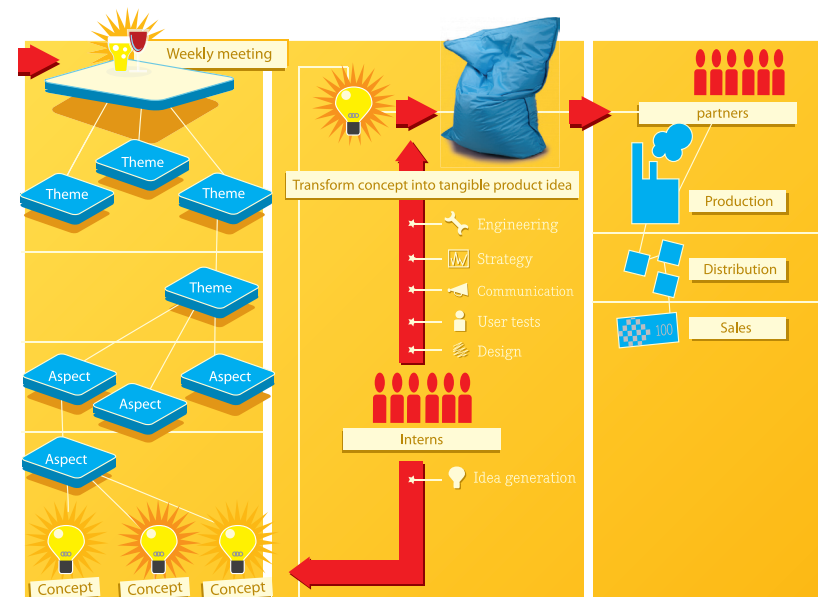


Figure 10: Create products.

2. Actively approach clients

A selection of Hangar 36 members participates in the creation and design of new product ideas. This idea is presented to a large company in the form of a pitch.

The participating entrepreneurs benefit from each other's ability to generate ideas and expertise in their area. They also benefit when a client decides to buy their idea and they get a chance to work for a client that is otherwise too big to approach. Finally when a client is satisfied and a successful project is executed that client might have more available projects. Furthermore, it would function as a good example project towards other potential clients.

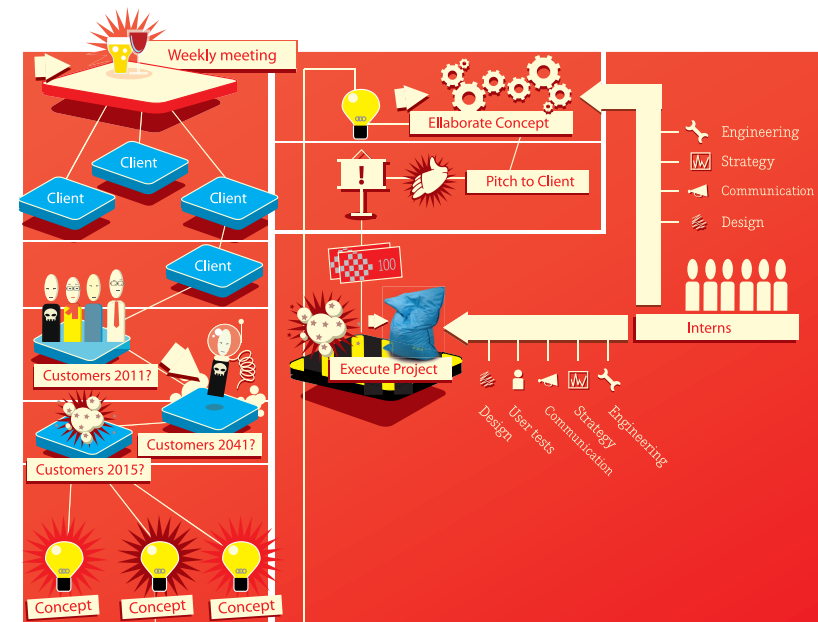


Figure 11: Pitch for clients.

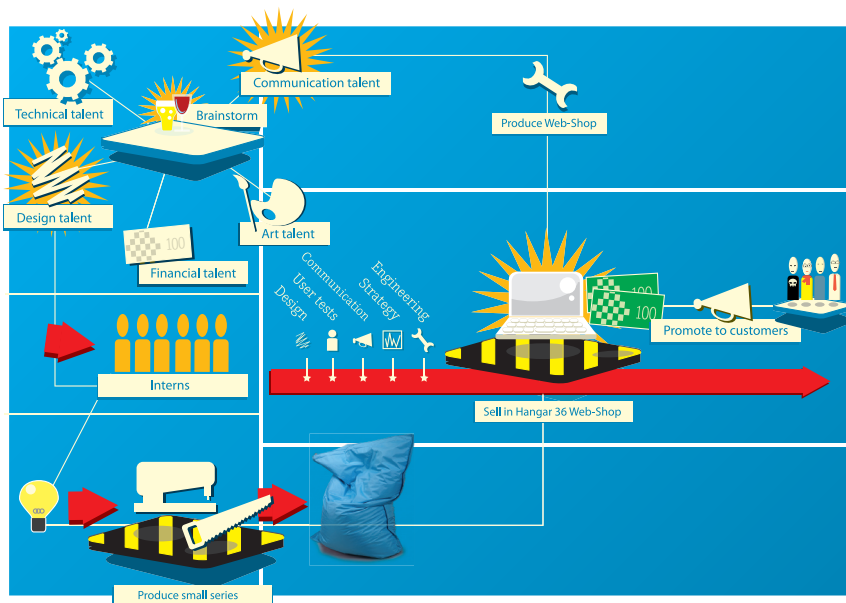


Figure 12: Sell a line of products designed by interns

3. Manage and sell a line of products designed by interns

A group of interns designs and produces new “products” that are sold under a Hangar 36 brand in the 0900 design store or in a future Hangar 36 web-shop. The products are made in small quantities with the machines and tools available at Hangar 36; their primary function is to generate promotion for Hangar 36.

Benefits for Hangar 36 members are the promotional aspects behind the concept. The products in the store should be exceptional enough to get exposure. The participating students benefit by getting exposure in the Hangar 36 store, this means the store should be more than just a store but an online platform that generates a lot of views, possibly combined with offline events such as a graduation exposition every august with work from the graduated students.

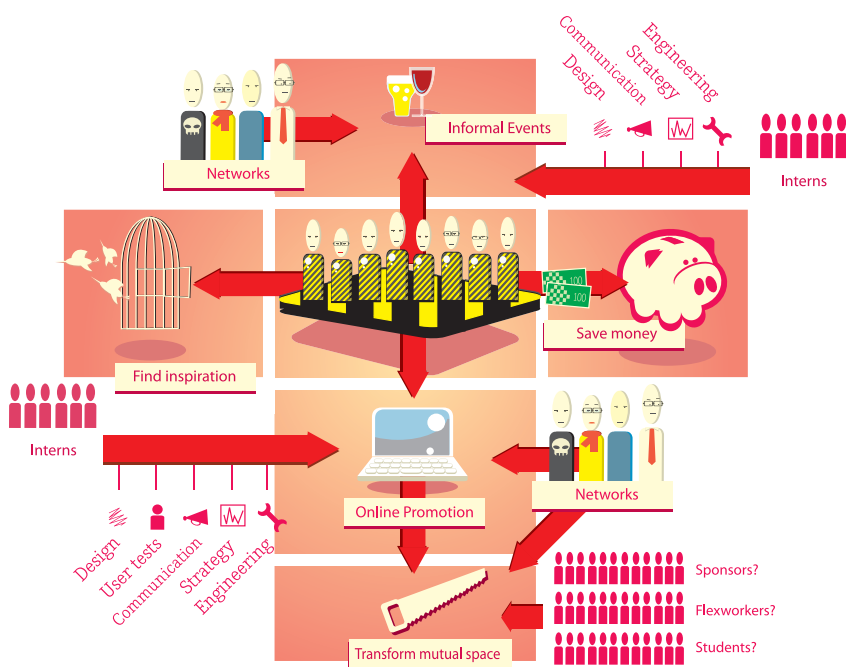


Figure 13: Enhance natural synergy

4. Enhance natural synergy

It is more likely that a small number of entrepreneurs have a shared vision on a specific subject instead of everyone on everything. Instead of trying to force the entrepreneurs into a fitted concept, a different approach would be to increase the chances of collaboration occurring spontaneously by stimulating the informal atmosphere between the entrepreneurs and enhance the initial strength of Hangar 36. Entrepreneurs benefit directly in the form of an improved atmosphere and indirectly from any collaboration that might occur.

5. Promote Hangar 36 with a series of events

Organize a series of events that promote Hangar 36 as a multidisciplinary location. Find sponsors and convert the mutual space to a place where freelancers and entrepreneurial students have a place to work. Furthermore the place can be used as a lecture and presentation room for educational institutions. The mutual space is converted to an after-work hotspot where people from the design industry in The Hague gather at Friday afternoon after work. Partners are sought within the design industry; this would make it possible to organize the event every two weeks at a different location and once every two months in Hangar 36. These events could be combined with workshops provided by the entrepreneurs of Hangar 36.

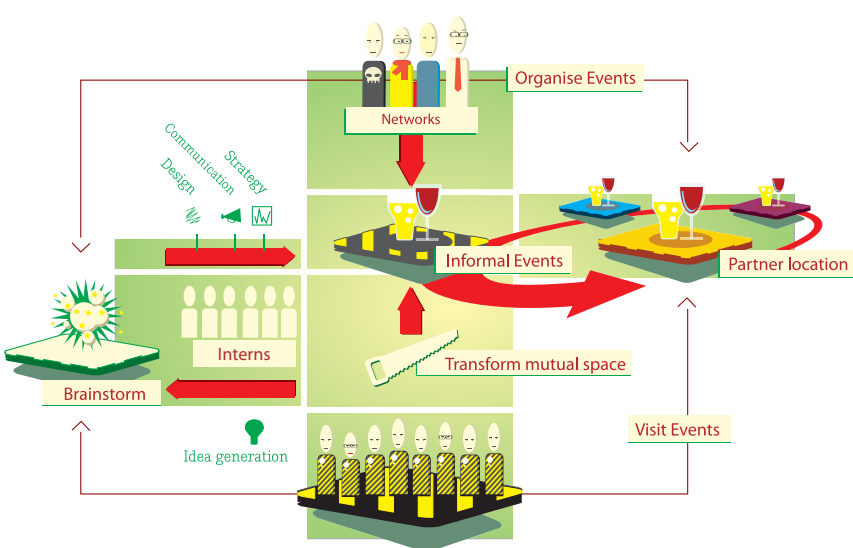


Figure 14: Promote Hangar 36 with a series of events

First gathering: Informative Lunch Session

The purpose of the first gathering with the entrepreneurs is to find out which benefits of collaboration are perceived as most relevant or meaningful. The meeting is designed to engage the entrepreneurs into a group discussion. The starting point of this discussion will be the presentation of the concepts that have been developed in this chapter. The concepts deliberately vary from each other as much as possible and are designed to be a summary of the total spectrum of possibilities for Hangar 36, for this reason they focus on a total and long term picture of how Hangar 36 could be rather than specific and executable ideas.

The gathering is scheduled during lunch time. Sandwiches are prepared as an incentive for entrepreneurs to show up.

Activities

The approach of the project is to motivate the entrepreneurs by finding relevance in terms of collaboration and generate support for the project. A number of activities are linked to these goals and are listed below:

Motivate the entrepreneurs:

Inform the entrepreneurs what has been achieved so far. A presentation is prepared that shows the conclusions from the individual interviews and the goal for today.

Reveal unspoken wants and needs:

Present a wide variety of possible concept directions, and give the entrepreneurs the chance to give their opinion per idea.

End with a final discussion topic: How does the ideal Hangar 36 look in five years?

Results: Summary

Every presented concept was followed by a brief discussion. The entrepreneurs gave their ideas, critique, possibilities or expected problems. A summary of these discussions is described per concept.

Concept 1: Produce own products.

What kind of product? Is the first thing that every entrepreneur wants to know. Another problem is how to develop a product that combines all the different disciplines. The initial ideas that the entrepreneurs speak out are products to improve the facilities of Hangar. Like a bar to put inside the mutual space or a piece of furniture for the outside of the Hangar. Other ideas include creating products with the purpose of promoting the Hangar. Like a recyclable gimmick to give to clients as a reminder they have been in Hangar 36 or a product or service for a charity organization. Furthermore, Hangar 36 could provide an incubator toolkit, offering their services to any new incubator building.

Concept 2: Approach Large Clients.

The most expected problem is that if the assignment does not fit with your own discipline it is not useful. The most frequently asked question is what companies do we need to approach? The main argument that followed from the discussion is that we should focus on the building of Hangar 36, if we want to contact and co-operate with clients we should have something to offer. The mutual space can be rented to sponsors, like Histor who sponsored Hangar 36 before. The focus should be on improving the mutual space in Hangar.

Concept 3: Promote Hangar with a series of events

The remarks on this concept included the importance of uniformity in promotion. Events are considered a realistic option for promotion of the Hangar. During those events the entrepreneurs should present themselves in a uniform way. Not just on events, but on the website as well. This can be achieved in the form of a promotion video, a Hangar 36 newspaper and information about the entrepreneurs on display when entering the Hangar.

Concept 4: Create a new brand in collaboration with interns.

The remarks on this concept include the notion that Hangar 36 is benefitting the most from promoting itself, not the interns. Also, it's confusing to have multiple brands next to Hangar 36. Also brands like that already exist, like "design rider" or "nieuwe garde". It is also an option to work with external partners, like an event agency, they might have interns that want to work on an assignment and they can get detached in Hangar. The interns can also work as a group for Hangar projects, for example creating a new website.

Concept 5: Create something in the mutual space

The main problem is that the mutual space is owned by Vestia, which means that if you want to rent it to a sponsor you have to get an agreement with Vestia. We should definitely not let anyone benefit from the mutual space for free. Furthermore, we lack a coffee and water machine in that space. We should focus on ourselves first and later think about how we can make it attractive to potential partners.

Reflection and outcome

In general the session was perceived as useful and fun to most of the entrepreneurs. Comments were made at the end of the session about how refreshing it was to finally talk to each other in a group setting since quite a while.

The most interesting conclusion is that the concepts were perceived as a bit farfetched at this particular moment. Even though the concepts were meant to present the most elaborate ideas in order to get a diverse and complete discussion, it was found that the entrepreneurs are not all that interested in collaboration that interferes with how they handle their daily business.

It can be argued that most people are reluctant towards change in any situation. In every organization where new processes are implemented, employees try to retain their old habits. The main differences in this situation are that the people involved are not employees, and their main interest is not in collaboration, it's in their own company.

Management in a large organization might organize sessions to generate support or positive feelings towards new ideas amongst their employees as a part of their implementation strategy. In this case, instead of feeling positive about, or supporting the proposed chances, the participants are also responsible for the implementation process for themselves.

Conclusion

The main lesson for the remainder of this project that can be learned from this gathering is how small the changes must be to increase the chances for adoption. The most positive aspect about this gathering is that it is now clear in which direction these small steps will have to be taken.

The entrepreneurs find it easy to generate ideas and have opinions about what would work and what would not. Contrary to what was hoped for, their ideas could fit multiple concepts instead of identifying a clear favorite to elaborate on, this is probably a more realistic outcome. However, the discussion was very helpful and provides a solid foundation to work with. The discussion presented the following insights:

1 Direct benefits

The entrepreneurs made it clear they are mostly interested in options that would benefit the Hangar directly. For example, Instead of creating and trying to sell a product, they rather design an item that improves the facilities or promotion of Hangar 36 as a place. Or, Instead of pitching for clients they rather improve the location and make it interesting for clients to come to Hangar. The name Hangar 36 and the attractiveness of the place are relevant as a source of acquisition to the participants.

2 Clients should know the name

The main function of Hangar 36 should be to generate positive associations towards potential clients. Therefore the name Hangar 36 should get famous among this group. The situation where the entrepreneurs seemed most unsatisfied about is the lack of promotion for Hangar 36, thus promotion seems to be the most relevant and meaningful subject. It was also clear that promotion should be straight forward and not by association with complicated side projects that cost even more time.

3 Don't interfere with my daily activities and my core business

It also became very clear what the entrepreneurs are not interested in. It is not considered an interesting opportunity to take on too many activities that don't correspond to the core business of a company. It is considered very complicated to create a new kind of specialism as a group because it takes the individual entrepreneurs too far away from their core business, the benefits are too indirect and don't connect with the reasons an entrepreneur started its own business in the first place.

The entrepreneurs want to work for clients that have a need for their specialty. This means that in a collaborative project for a client they still want to do what they normally do; they just want to find more clients perhaps in new markets but always with a need for their core competence.

Mentality

Most relevance to the entrepreneurs in Hangar 36 is towards acquisition and straight forward promotion. The attitude from the group towards Hangar 36 is summarized in the following phrase:

Hangar 36 should be an engine for the participating businesses. Potential clients should know the name, and the location should attract clients as well. Any activity that distracts too much from executing core business activities is not appreciated.

Further steps

This chapter focused on finding relevance, motivating the entrepreneurs and generating support by engaging the participants into shared activity (As defined by Akkermans et al., 2008) in the form of a group discussion.

It was found that any type of collaborative project that does not contribute to a company's core activity is perceived as irrelevant which limits the possibilities, and raises the question whether the establishment of a pool of interns is such a good idea at this particular moment. Still the results were positive; some of the entrepreneurs expressed their positive feelings on discussing as a group since quite a while. Also, the needs and wants from the group in terms of collaboration have been identified and summarized in a group-mentality.

The next chapter describes the generation of concepts that fit this mentality. The difference with the concepts that are generated in this chapter is that the concepts are designed to fit the group mentality and to have a higher level of realism: they are expected to be implementable on a short-term and with the means and budget available at this particular moment.

The next chapter also describes the preparation and execution of a second gathering with the entrepreneurs. The developed ideas will be presented and the entrepreneurs are asked to give additional suggestions.



{Idea Implemen-
tation}

Introduction

This chapter presents the generation and detailing of a number of ideas that fit this mentality including the first steps towards implementation. A second gathering in the form of a creative session is organized. This session will pursue the same strategy as the previous one; using the outcomes of the previous stage as a starting point for idea generation and using the generated ideas as a starting point for a group discussion. The difference with the concepts that are generated in this chapter is that the concepts are designed to be more practical: they are expected to be implementable on a short-term and with the means and budget available at this particular moment.

During the group discussion the developed ideas will be presented and supplemented by the participants. The most favorable ideas are selected and further elaborated. The positive and negative aspects of each idea are addressed. Positive aspects are utilized, while negative aspects are disposed. Furthermore, the steps that are required for implementation are identified and the final concepts will be provided with a catchy title and presented to other group members by the participants.

At the end of this chapter a number of elaborated ideas will be at hand that are supported and owned by the entrepreneurs. The steps that are required for their implementation will be identified and described.

A roadmap describes how Hangar 36 should continue when this project is finished and the selected ideas are presented in an idea catalog that functions as a reference during future meetings.

Idea Generation

The starting point for idea generation is the group mentality towards collaboration that was identified during the first gathering. It was established that:

Hangar 36 should be an engine for the participating businesses. Potential clients should know the name, and the location should attract clients as well. Any activity that distracts too much from executing core business activities is not appreciated.

Transform this mentality in two separate questions:

- 1 { How can individual companies attract more clients through Hangar 36 (as a name and as a location)?**
- 2 { How can everyday business-activities be handled more efficient through collaboration?**

Those questions result in a number of answers:

How can individual companies attract more clients through Hangar 36 (as a name and as a location)?

- 1 { Through networks: New contacts during networking or by recommendations from people in your network.**
- 2 { Through association with a positive image: Through recognition of the name by clients or by impressing visiting clients with the location.**

How can everyday business-activities be handled more efficient through collaboration?

3
4
5

- Finding expertise on best practices.
- Finding inspiration and feedback from colleagues.
- Reducing expenses.

Those five notions have been used as the starting points for a creative session with participation from a group of 40 first year international students from De Haagse Hogeschool (HHS). A detailed summary on the session is found in appendix V. Later the ideas where converged into feasible ideas by applying the group mentality and criteria from the previous chapter.

1. DEEL INSPIRATIE.

- Mandelijke Bijeenkomst.
- Presentatie van 1. bedrijf van een recent project.
- ± 30 min.
- Na Aftloop, Borrel



2. BETREK DE BINK. ERBY.

- Bink Leden uitnodigen op bijeenkomsten.
- Presentaties geven.
- Ver groot netwerk.
- Bink heeft de naam.
- Zo hoef je niet steeds je eigen netwerk aan te spreken.



3. DEEL KOSTEN.

- VAN EXPERTS.
 - Accountant
 - Jurist
- VAN PRAKTISCHE ZAKEN.
 - Verzekering
 - Inkt voor de printer
 - Koffie



4. OPVALLEN

- Zet letters op het dak.
- Of plaats een banner.



5. PROMOTIE - Prijsvraag.

- Naar alle klanten uit je netwerk
- Alle potentiële klanten van Hangar 36 hebben een creatief probleem.
- Prjs: CREATIEVE DIAGNOSE

KLANTEN DENKEN VAN HET EEN NIEUW LOGO VILLEN, DAT DRAAIT DAN UIT OP EEN COMPLETE HUISSTIJL 99

- Winnaar komt naar Hangar 36
- Presenteert creatief probleem
- Hangar stelt de diagnose
- De uitwerking kost geld



HET GEBOUW VAN BINNEN OPRIJDE
6. Sijn. PROMOTIE - FILM.

- De deelnemers stellen zichzelf voor.
- Ge produceerd door stagiares
- Ge plaatst op Hangar 36 website.
- Draait op scherm bij de ingang.



Second Gathering: Creative Session

In the previous gathering the most important aspect was to engage the entrepreneurs in shared activity and invoke a group discussion. This session takes it a step further by aiming to implement specific ideas into the group and motivate the participants to take action. Similar to the first gathering, ideas are generated prior to the session to provide elements that are the basis of a group discussion. Six preliminary concepts have been developed based on the ideas from first year HHS students, the mentality that the group has towards collaboration and the criteria that are derived from analysis.

The main purposes of the session are to **generate support** for the project by the group, to let the group **gain ownership** of their favorite ideas and to **motivate the participants to undertake action**.

The ideas are deliberately presented in the form of a line drawing on paper to invoke the impression that the ideas are not polished and open for debate and improvement (a lesson learned from the previous gathering) The ideas have been generated with a bias towards being practical, implementable and affordable.

The session is scheduled on a Thursday afternoon and after the session there will be drinks.

Activities

The purpose of the gathering is to create ownership on a number of ideas, generate support for the project and motivate the participants to take action. A number of activities are linked to these goals and are listed:

Motivate participants and generate support for the project

Provide information about the current state of the project. A presentation is prepared that answers the following questions. What conclusions were derived from the last gathering? What has been done in the meantime? And what is the purpose of today?

Engage the entrepreneurs in a shared, fun and hopefully meaningful activity. On request of the participants the meeting is kept short. The participants had the option to fill in an online poll in order to pick the most available date and time for everybody. To make it extra attractive to show up, drinks are provided afterwards.

Inspire the entrepreneurs with ideas that might be new to them or which they haven't thought about in this particular context.

Create ownership of the ideas

The option to supplement the ideas with own ideas. Every participant is free to give his or her suggestions.

Pick the most favorable ideas with the group by placing stickers.

Form couples and identify the positive and negative aspects of a single idea.

Improve this idea by utilizing the positive aspects and dispose the negative aspects.

The participants think of a catchy title.

Motivate the entrepreneurs to undertake action

- { **Identify the required steps** to implement this idea.

Create support for this idea in the entire group

- { Have the couples present their ideas with catchy title to the rest of the group.
- { Engage in a short discussion about that idea.

Ensure participation and involvement during the session

- { Discuss the planning of the session with two of the participants that are involved with the project on beforehand.
- { Present the ideas in the form of line drawings that give the impression the ideas are not finished.
- { Pre-design a number of templates for the participants to draw and write their comments on during the different stages of the session. Similar to the drawings the templates are hand-made with marker to invite the participants to write on the paper.

Summary: Results

The session was attended by representatives of six of the nine companies. This is a satisfying result considering two entrepreneurs where located abroad the entire month, and one company announced to leave the Hangar. Six participants resulted in three couples that elaborated on one idea.

The participation from the entrepreneurs during the session was higher than expected. Asking for supplements to the presented ideas resulted instantly in an animated group discussion. The discussion aptly illustrated why pre-generated ideas are the best approach in this situation because after the discussion only one supplemented idea was specific enough to be placed on a poster.

Picking the ideas went very fluent; three clear winners were very easily recognized. Participation in couples was taken very serious. The templates helped to keep the ideas and comments structured. Identifying the steps for implementation went easy and resulted in realistic expectations for all three concepts.

Presenting the ideas to each other resulted in animated discussions again. It can be concluded that the creation of ownership was a success at least during the course of the session, because ideas where presented with verve.

Outcome: Three elaborated concepts

The session resulted in three elaborated concepts. Their main strengths and weaknesses have been assessed and improved where possible. Practical issues are described and steps for further implementation have been identified. It is assessed which information is required and which tasks can be separated.

“Wat doe jij nou?” (What are you doing?)

Organized events that occur once a month where members of Hangar and Bink 36 present their latest projects and socialize.

Entrepreneurs are looking for ways to expand their network and to find inspiration. This concept provides a platform for the entrepreneurs to present their projects to a new audience. Members of the audience might be directly interested in your company as a client or recommend you to someone in their own network. Furthermore, other entrepreneurs are willing to invite people from outside the Bink complex and attract participants from around the city. The biggest strength of this concept is that it uses the proximity of the Bink.

The main advantages for Hangar 36:

- Platform for your projects
- Expand your network
- Know what is going on
- Contact points

Practical issues

The events can be held at 5 hoog in the Bink complex, participants can pay a small contribution for drinks etc. Instead of having one presentation, it is probably more interesting to have several short presentations during one event. The best time is in the late afternoon with drinks rather than early in the morning with breakfast because most entrepreneurs have their minds reserved for work in the mornings, in the afternoon they are more relaxed.

Required steps

- Send invitations to the Bink companies to inform and invite them
- Create a platform for this initiative on the Hangar and Bink 36 websites.
- Request an estimate from 5 hoog about the expected costs of such an event.

What information is missing?

- A mailing list with all the companies in the Bink complex.

Which tasks can be identified?

- Plan a meeting.
- Promotion (e-mail, posters).
- Involve Vestia, discuss during next tenants committee.

“Hangar de Schreeuwer” (Hangar the screamer)

Attract attention to the building from travelers that see the Hangar from the side of the train tracks.

This concept consists of a series of ideas that are aimed at bringing awareness of the existence of Hangar 36 to a large audience. This concept exploits the favorable location of Hangar 36 next to a busy rail road track, very close to both of the major train stations in the city of The Hague. Furthermore, it exploits the current economical crisis that, apparently, forces companies that print advertisements on large banners to sell their products almost under cost-price.

The main advantages for Hangar 36:

- Being recognizable.
- Opportunity for individual company promotion as well.

Practical issues

Advertising on the side of a building could be restricted by permits. Those restrictions probably depend on the shape and form of the promotion. Preliminary ideas to attract attention are: Banners, spotlights, and QR codes (including on the roof, so they appear in Google maps). Furthermore, it costs money. Costs can be reduced by finding sponsors (for example, Vestia).

Required steps

- Create a vision and a design.
- Request an estimate of the cost from a professional company.
- Approach Vestia.
- Production.
- Placement.
- Celebration and beer.

What information is missing?

- Information on permits.
- Exact costs.

Which tasks can be identified?

- Design.
- Management.
- Execution.

“Hangar de Zwijger” (inspired by Pakhuis de Zwijger)

Transform the Hangar into a vibrant environment inspired by pakhuis de zwijger in Amsterdam.

This concept elaborates the brand of Hangar 36 by transforming the location into a vibrant environment. Where people come to connect, find inspiration, form opinions and get entertained. This is achieved by incorporating a restaurant or café, organize lectures and debates and organize entertainment in the form of parties, fashion shows, movies and theatre.

The main advantages Hangar 36:

- A positive image for the entrepreneurs of Hangar 36 based on recognition.
- A positive image for the entrepreneurs of Hangar 36 based on impression with the location.
- A chance to get involved in the organization and execution of events where projects or subjects that connect to their own expertise are emphasized.
- Creating an opportunity to network and a platform to display the quality of their specialism.

Practical issues

Additional parties that would benefit from setting up such a location will have to get involved. Partners have to be found that exploit a restaurant, and organize events, that want to collaborate with a program manager who has to be part of an organization that manages all comprehensive activities. The main question is how to spread the risks? Hangar 36 does not have any money to invest, which means all the investments have to come from the external parties. How can it be guaranteed that those parties take

the wishes and interests of the entrepreneurs at heart? Do the entrepreneurs in Hangar 36 have enough time to defend their interests?

Required Steps:

- Determine what message you want to send as Hangar 36.
- Design the message you want to send as Hangar 36.
- Design a strategy to promote this message to potential investors.
- Perform acquisition and execute this strategy.
- Form a team of interested parties.
- Design a mutual strategy with this team.

Which tasks can be identified?

This concept is the most elaborate. Identify the different tasks per step is a task in itself.

- Organize internal meetings with Hangar 36 members to design a strategy.
- Divide Tasks.

Roadmap

This chapter described how the group mentality of the entrepreneurs in Hangar 36 was transformed into a set of practical and implementable ideas. A session was performed in order to motivate the entrepreneurs, provide ownership of the ideas and define the first steps towards implementation. The most favorable ideas have been selected and elaborated into three separate concepts that are known and hopefully supported by the entrepreneurs.

The importance of the process of motivating the entrepreneurs and creating support has been repeated throughout this report. While it is uncertain how long it takes before the effects of the creative session wear off, it can be said that at least during the session the entrepreneurs seemed very motivated and showed interest in the further progress of the Hangar.

Furthermore, Rik who owns the 0900-Design store, which is the only company in Hangar 36 that earns its money through retailing instead of hourly tariffs, has announced to leave the Hangar on a short term for reasons that are connected to the accessibility of the location for customers. This development will have an impact on Hangar 36 in the future, besides losing one of the founders and shapers of Hangar 36 in its current form; it also means a very large space becomes available. How Vestia is planning to fill up this space is uncertain and because of the size of the location could have a large impact on the atmosphere inside Hangar 36.

Besides an uncertain future, the first steps towards implementation have been identified with the intention to motivate the entrepreneurs to undertake action. The expectations are good; during the last session some entrepreneurs discussed about having to organize Hangar meetings more often in general and about

organizing a specific meeting real soon (also, concerning the empty space that will soon be available).

However, specific commitments towards any of the projects have not yet been made. In the next chapter it is reflected on whether this would have been necessary, and if the entrepreneurs in Hangar 36 are ready to do that at this particular moment.

For now, further development and implementation of the ideas have to come from individual entrepreneurs that have the inspiration and energy to execute them and to motivate others. The last session was aimed at creating a feeling of responsibility or ownership for the developed ideas. Entrepreneurs that have presented a single idea will hopefully take on the role of ambassador for that idea, pushing it to the agenda during the meetings that have to come.

To increase the chances for adoption the digital version of the generated ideas are printed in a separate document and will be combined in the form of an idea catalog so it easy to take it to a meeting and put in the center of the table or on the wall.

The ideas that are generated during this project act as a starting point for the further development of the Hangar. Theory on communities of practice (Akkermans et al., 2008; Wenger, 1998) shows how meaningful activities are the basis for shared activities, which in return are the basis for coordinated activities. A group can go through multiple cycles in this model and in different directions, which is shown in Hangar 36's past.

This project has forced the entrepreneurs to re-think their position on collaboration within Hangar 36. The sessions have made them aware of what is relevant to them and gave them energy to either initiate or participate in one of the ideas. Hopefully these intervening activities spin Hangar 36 back in the positive direction through the cycle of meaningful, shared and coordinated activities.

The people that were identified by the other entrepreneurs as initiators of projects were described as motors. In terms of that analogy, the impact of this project can be described as the source of energy that the motor transforms into motion.

Furthermore, the impact of the project on the rest of the Hangar members can be compared to the grease between the moving parts in the rest of the engine. Of course, anybody can act as a motor. The actual size of the impact has to prove itself in the coming months.

Cycling through the dimensions of communities of practice is a process that is hard to predict or control. The most important aspect is that every cycle brings additional motivation for a higher intensity of collaboration. Chesbrough and Schwartz (2007) describe how successful collaboration relies on competence alignment between businesses. Those competences are made applicable to entrepreneurs in Hangar 36. A higher intensity of collaboration includes the alignment of different types of competences, because entrepreneurs are willing to invest more of their company's time and resources. The figure below describes this process. If coordinated practice is established and proven to be beneficial, activities become more meaningful, this will eventually change the established domain. Different aspects might become relevant, which will make the participants feel more connected to the group. Furthermore, every group will probably have a certain potential that can be reached.

General competences are the ability to complete any general task like painting a wall or buy groceries for a barbecue.

Personal competence are the abilities to generate creative ideas and produce creative designs combined with entrepreneurial skills.

Core competence is the specialty of the entrepreneurs and the center of their own business.

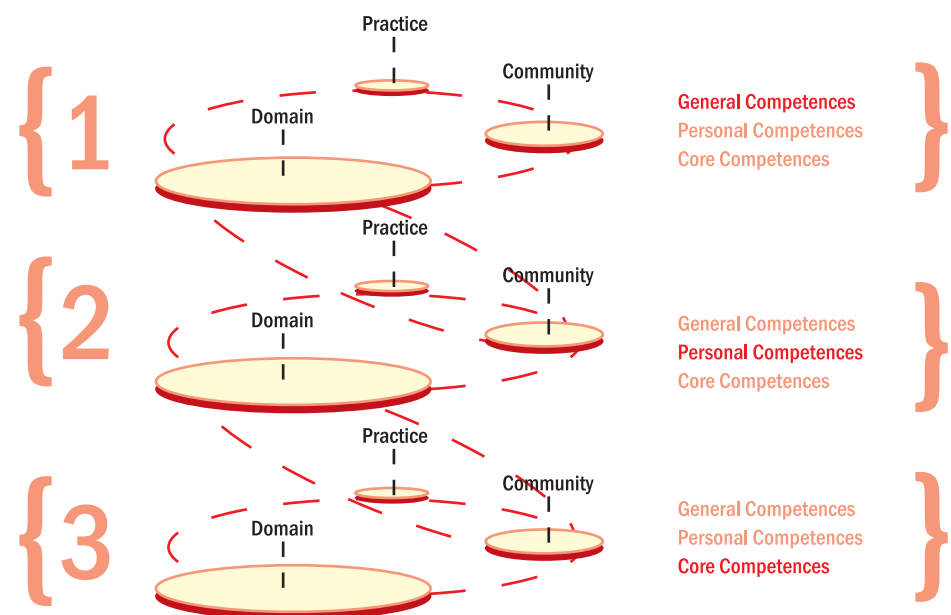


Figure 15: Cycling through dimensions of COP's. Based on collaborative entrepreneurship (Ribeiro-Soriano & Urbano, 2009) communities of practice (Akkermans et al., 2008; Wenger, 1998) and competence alignment (Chesbrough & Schwartz, 2007).

Reflection

Before I started working on the project, I had a very different view about what a satisfying outcome would be. My initial thought was that it was of high importance to create the best and original concept for the Hangar.

My initial plan was to generate a concept or structure that would be so beneficial that everybody would participate anyway. During the first meeting with the entrepreneurs as a group I hoped one of the presented concepts would be identified as a clear winner and the remainder of the project would be dedicated to elaborate on that concept. It did not turn out that way but luckily, the concepts served as a very useful method for diverging into different directions with the entrepreneurs.

Especially in a situation as described in Hangar 36 where there is no formal or informal leader; ideas are just ideas. I found out that in a place such as Hangar everybody has plenty of them, which is, of course, one of their biggest strengths and one of the many reasons why there is such a nice atmosphere to work there. However, while quality of ideas and originality is certainly not unimportant, and it is certainly true that you look at problems differently from an external perspective, the process of making decisions and produce action in a group is where the real challenge in this project is.

The combination of useful theory and examples in practice resulted in conclusions and an approach that will be applicable to similar situations. Therefore, anybody working on a similar project will hopefully find this report useful and saves time.

I am also satisfied with the results of the final session and the level of participation by the entrepreneurs. I think the different parts of the last session were good for creating ownership of the ideas, motivation to participate and for preparing the participants to the first steps of implementation.

However, I feel as if these are the right steps in the right direction, but we still miss the step of entrepreneurs making the actual commitment. I don't think this could have been achieved by cramming more steps into the sessions, because the sessions already demanded a great deal of time from the entrepreneurs. I also don't know if organizing a third session that focuses on making a commitment towards any of the ideas would be a good idea. Forcing people in to a commitment during a session under social pressure in such an early stage is probably counterproductive. There is a chance people fail to keep their agreement, disappoint their colleagues and bring down the level of motivation in the group as proven in the past.

On a personal level, I learned a lot from this project. I have seen how small companies operate their daily business and what problems they have. I have experienced the difficulties of being responsible for processes in a group. I have had the opportunity to interview a lot of interesting people at interesting places. And I have gained additional experience in planning, organizing and executing a large project by myself. The experiences from this project have helped me get a clearer picture of what I would like to do and how I would like to work after my study.

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