

# Appendices



**Collaboration in spatial clusters**  
Graduation project MSc Strategic Product Design  
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## Appendix I – Interviews entrepreneurs Hangar 36

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This appendix covers the main findings from the interviews with individual entrepreneurs. The goal of the interviews is to get a picture of the current situation and how the Hangar has developed the past three years. Also who are the entrepreneurs from Hangar 36 and what are the different views they have on their presence in Hangar 36 and about each other? A series of interviews is conducted resulting in over 10 hours of audio material. The conversations are summarized below followed by conclusions.

### Appendix Ia – Interview Noodlewerk

*Conversation 1/ 27-06-2011/ 11:00 – 12:00/ Hangar 36 - outside/ Noodlewerk/ Jorn*

Noodlewerk is specialized in programming Iphone apps and everything that is related such as Ipad and sometimes Android applications. We joined the Hangar just one year ago which makes us the youngest company in the Hangar and not so aware of its history and foundation. The company has two owners and three employees; furthermore we employ some freelancers whenever we have a need for extra hands. There is a lot of work in our field of business which means clients find us and we are in the luxurious position to pick the clients we like best. Known clients include VPRO and other members of the public broadcasting system.

We started as entrepreneurs because we want to create beautiful things. Creating and developing is our passion, entrepreneurship is a necessary detail. We don't have a long term plan and they are happy as long as they can learn new things along the way. Therefore they are very caring about the product they deliver, if a client wants something which they think is a bad idea they don't make it.

According to Jorn, Hangar 36 is an elite collective inside the Bink. Contrary to the Bink all entrepreneurs are focused around a central theme or concept. The Bink is just a collection of independent entrepreneurs who have nothing in common and don't know each other.

On cooperation between companies Jorn indicates they cooperate more with companies from outside the Hangar. This seems logical because none of the Hangar members has specific technical knowledge about their products or knowledge about their market. On the original idea of Hangar 36 in the form of an assembly line Jorn believes it is not realistic to expect that one special client comes along who wishes to incorporate every discipline into a single product. He rather thinks it is more practical to combine all disciplines and develop own projects from the inside out. He wouldn't like to participate in a project that has been composed with the purpose of including every discipline of the Hangar if there is no added value for what he does (in this case making apps if he doesn't believe an app is actually a good addition to the project).

Furthermore, they are very happy with the current situation. There is a very low threshold to walk inside someone's office for advice. Also the events and gatherings are very cool.

On future collaboration Jorn thinks it's a great advantage to have a single access point. For example, if a bigger company wants something done for which they need different people from different

disciplines they would have to communicate with a lot of different smaller companies, in an ideal situation in Hangar they would just have to communicate with one person.

This also works the other way around, if Noodlewerk has cooperation opportunities in the Hangar it is so much easier to walk into someone's office here than to make an appointment in, for example, Amsterdam which will take almost a day.

Jorn believes that before you want to make something happen you need to gain expertise from a specialist and not just from anybody. If Noodlewerk makes a photography app they want feedback from a photographer. There is not so much value in just coming together and brainstorm on random things you can do that with anybody. However, since this are the people how are in closest distance it is not unthinkable you will ask a Hangar colleague for feedback outside their expertise but it should not be a goal on its own. Jorn also considers its healthy to engage in unknown activities and industries once in a while, therefore he is willing to participate in other people's project but mostly if his experience is required. Other people should already make the decisions in the fields they are good at.

To be involved in mutual projects is something Jorn does not exclude. But he sees problems in terms of taking initiative, not only from him but also from others. He is not keen in carrying the load and motivating others to participate and he doesn't expect others to do so as well.

After all, everybody in Hangar is an entrepreneur and is focused on his own business primary. Therefore, if you work on a project and all you did was gain some advice, then it's not fair to present the project under the name of Hangar 36. Maintaining your own identity is very important as an entrepreneur.

Generating ideas is easy; it's the step that comes after that which is hard. I don't know if we have the time to take that step. It all depends on whether you believe in a specific idea. If it's the best idea in the world I won't be doing anything else. It should not be obligated for people to spend too much time on such a collective. Also, there is no need in pointless meetings for the sake of meeting, hoping something will grow; it has to have a direction. It all depends on the content.

## Appendix Ib – Interview Blik

*Conversation 2/ 27-06-2011/ 14:00 – 15:00/ Hangar 36- mutual space/ Blik/ Caroline*

Blik(2005) is an interior styling company owned by Caroline and is located in Hangar since 2007. There used to be two employees who had to be fired in 2009 due to economic conditions. Blik works for a diverse mix of clients, large organizations such as T-mobile, BMW and Marlies Dekkers but also children's clothing stores, wine traders and bicycle shops. Most of the projects I do are generated from within my own network. Advertising doesn't work for me; it's hard to distinguish yourself when everybody is claiming to be the best. If your work is good, people will find you.

I started working for myself because my previous employer went bankrupt, then I thought: I'll just do it myself because I do a better job anyway. I want to make the things that I want to make, if you start you don't have much choice but as you proceed you can start picking the projects that you like.

The foundation doesn't do anything at the moment; I think its original purpose was the organization of events and merging people's networks but nothing happens. If I'm not that busy I like to put extra time and effort on such things. But if I am busy then I do not need another meeting to endlessly discuss who is going to clean the kitchen this time.

According to Caroline hangar 36 is an interior collective where entrepreneurs from different disciplines are gathered together. I joined the hangar because I liked the location; I needed something on the ground floor because I use large objects, in my old space I used an elevator crane to get things in and out. I was also interested in the possibilities of cooperation but it was not my primary reason to enter the Hangar.

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".

The Syntens research was very conceptual and fluttering. The only result I have seen is that they tried to put us in groups but the purpose of each group wasn't clear. The idea behind the groups is that you don't have to have meetings with large number of participants at the same time. But the groups are not used and have fallen apart.

I don't think we have to organize something every month, but to organize an event once or twice a year is a good idea. According to Caroline the greatest potential for the Hangar is in organizing events. They give us a chance to put our name on the map. It also would be nice to be involved in each other's projects but I'm afraid it just takes too much time. I think I have a very creative brain with the ability to come up with a lot of ideas I wouldn't mind sharing those ideas with people especially if their strength is in developing things. However, time is our biggest enemy; we are all small entrepreneurs working hard to survive. If you don't see results immediately it is very hard to invest.

There is no role pattern, if you have a question you walk into someone's office. If they have a question they walk in to yours. 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.

Brainstorming together is something that has been done before and I only want to do it again if we make solid agreements. Who is going to do what, when and how? Big meetings tend to get very fluttered very soon and we need to avoid that.

## Appendix Ic – Interview Petra van Trigt

*Conversation 3/ 28-06-2011/ 14:00 – 15:00/ Hangar 36- office nr 5/ Petra van Trigt/ Petra*

Petra van Trigt is an interior architect since 2002 and joined the Hangar in 2007. She works alone and depends on clients from her own network. She works for a variety of clients who are usually small and medium sized enterprises. She recently advertised in a magazine called Business Haaglanden. Advertising is new for me, I don't expect to get new projects directly I just hope this ad gets me invited to network events or other places that are interesting for me. I hope to work for bigger clients but they don't give you large projects if you are a small agency. They don't want to take the risk that if something happens; the whole project is on hold.

I used to work for a company but I felt captured. I love flexibility and I have it now. I do have an entrepreneurial spirit, but I don't know about entrepreneurial skills I just want to use my creativity. The owner of the last company I worked for was all about making money, shoving boxes, according to him creativity costs money. Of course you still need money if you work for yourself but you are not captured in structures of a certain company.

I want to grow and execute bigger projects. What is success? If you do small projects and make beautiful things you are successful. Turnover doesn't make you successful, if your products are good you start making more money automatically.

I have enough creativity to sense a client's needs and wishes. I am not a Jan des Bouvrie or any other iconic designer that you pick if you want a certain style. The client gets what he wishes to reflect in his business.

The foundation doesn't do very much. We used to have breakfast sessions together, everybody had to organize it once and would tell about his latest projects and developments. I forgot who the last person was that was supposed to organize it. But they waited so long that the initiative failed which is a shame. There should be much more activity inside Hangar 36 that's what the foundation was meant for.

According to Petra; Hangar 36 is a creative fort containing diversified individual entrepreneurs who do individual and collective work. That was also the image that I had in mind when I joined the Hangar. I wanted to work in a creative environment. Contrary to the Bink where you have no idea about the person working next to you. We are a different group within the Bink. It is very nice to be here the only disappointment is how little the different entrepreneurs are cooperating. I also expected to use the showroom with my own customers.

A good example is a project where Caroline made a closet for me, Maarten took photos and I ordered lighting at 0900 design. I see possibilities like that all the time but there is no reciprocity. Its possible but doesn't happen often enough. The biggest issue is lack of action, everybody is busy with his own company. Especially when the economic crisis hit you could see everybody withdraw and make sure his own company would survive. I think we are out of the crisis now which means there are a lot of new possibilities.

The main advantages of being present in Hangar 36 are you can just walk in at everybody and ask anything. The network you join is bigger than your own network. For example when 0900 organizes *wine and design* we see a lot of activity here. Last time I ran into an interesting new contact. If thinks like that happen more often it would be beneficial.

Syntens divided us into separate groups, i don't recall the names of the groups but every group was supposed to organize things en that never happened. There are a few motors inside the Hangar, you cannot expect them to carry the load of an entire group. I think it's better to put those motors together and make the rest participate. Others are willing to participate but will never take the initial steps, that's just how it is. As long as it happens, I want to put more energy in if I feel there is more to gain for me.

An example of a nice event is 100% design in the van Nelle Fabriek (Rotterdam). Big companies are present in the van Nelle Fabriek, that's not what we are as Hangar and that's not what I want.

The Hangar is a better place then Bink, but the terrain is so inaccessible. Visitors have to enter through a gate, its almost impossible to get visitors inside. This place needs more reasons for people to come here.

I think you can generate more as a group than on an individual level. I have noticed with a recent project for ANWB that they just didn't hire me while I think I had a good idea they just don't trust you as much when you are alone.

I think it takes a lot more energy to explore new markets and to create new products from the ground up. With an existing project you only have to find the right people, they are present here. But it would be a good idea to contact a client from within the group because you have a good idea, but that is a different approach. It's the same when you start as an entrepreneur you have to learn how to generate business for yourself and after a while you know that trick. If we want to approach clients as a group we will have to learn that trick again.

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. As long as my name is still present. However, if I invent something for myself I will put my own name on it. But if I think of it because of a brainstorm it's everybody's property, you reach those ideas because you are challenging each other. 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.

## Appendix Id – Interview Duel

*Conversation 4/ 29-06-2011/ 11:00 – 12:00/ Hangar 36- office nr 3/Hederik and Bas/ Duel*

Duel is a graphic design company founded by Hederik and Bas in 2003 and present in Hangar since 2008. They design for different media such as web, print video or interactive. Nowadays they find themselves increasingly doing whole communication or advertising strategies which is a development they are very happy about. Clients come from everywhere and usually the project develops from the demand, it turns out a client doesn't want just a logo he wants a whole company branding. The clients are diverse from lawyer firms to Nemo museum in Amsterdam. You are as good as your latest product you just have to make sure you are being seen.

I didn't want to work for a company, starting an entrepreneurship was a challenge. We were at a very cool agency in New York, we wanted to work there for a year when suddenly we had the idea of having such a cool agency ourselves. Creativity plays a very big part, we have spent the first two years freewheeling and determining what we like. You don't have that amount of freedom when working for a boss. Creativity is always placed before financial gain; we want to make beautiful things. We consider ourselves successful if we manage to be a bit more special than last year.

We advise and have a personal approach we experience that having a connection with your client on a social level is the most important factor when coming to a good end result. If those connections are out of balance its better to find someone else to work for you.

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.

According to Hederik and Bas Hangar 36 is a collection of companies in a building. Or the creative Hot Spot of the Hague (because it says so on the website). The main difference with Bink 36 is that there is no competition every discipline is represented by one company. We have a vision in mind, the Bink doesn't. The Hangar 36 once started from the idea that you drop an idea at the entrance, it would go through every company in the Hangar like an assembly line and a finished product would exit the Hangar through the store 0900 design. I don't have the illusion it will ever work that way but you will see cooperation in other places that emerges here. Also, the Hangar is the collection of companies that is present at a single moment, if a company leaves and another one joins you'll get a different Hangar.

We used to be located in a different building called DCR, it was a place where we could find a lot of inspiration because it was all artists working there. In Hangar we find more collaboration in terms of entrepreneurship which I think makes this place unique. We left DCR because there was no diversity between the companies; everybody was doing the same thing. I would love to bring some inspiration inside the Hangar like we had in DCR, organize tours to find inspiration, go to Venice or the caballero factory if you want to keep it closer to home.

We have worked together with other Hangar companies before, but not as much as we initially hoped for. We have the advantage that a lot of clients from our Hangar colleagues need graphical work done as well. We have not seen anything from the original thought behind Hangar 36 as an assembly line. To me there is no added value of naming Hangar 36 in a conversation with a client.

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 file leave now it's someone else's turn the whole idea dies as well. The groups are not divided equally; everybody wanted to be in the entrepreneurial group because that is the most fun. Also marketing the concept behind Hangar 36 was a goal. We all know we are unique but we have to take the next step.

We would like to see the Hangar put itself on the map as a place where all those disciplines come together. If clients come to hangar because they know we have all these disciplines under one roof. In theory my name could also suffer if people from the Hangar deliver bad quality. But I don't think that would happen very soon, I trust everyone's qualities.

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.

I would be very enthusiastic about creating our own products and brainstorm about new possibilities, to create something new instead of waiting for questions. Not everybody would want that but the group would filter itself out. If you speak other entrepreneurs in an informal atmosphere you only need a tiny idea and it lives. There is a lot of quality here capable of many things. We want to bring ideas to the world, it takes time and you need a network. A network is what we have here, time is difficult. It happens occasionally but not official. Also when different concerns come in the picture it complicates things. If we truly believe in a concept time doesn't matter to us but can we expect the same thing from our partners? If you want to achieve something like that you need general terms and conditions before you even start. For example, why would the Hangar get credits if less than half the members participate? Sometimes you just need a pilot project that sets the right example; if that becomes a success other people will want to join. On the other hand, some people do a lot, others don't. If you are one of the people that do a lot you have to overcome the situation instead of making a big deal about people doing nothing because it will work against you.

## Appendix Ie – Interview Bureau CQ

*Conversation 5/ 29-06-2011/ 14:00 – 15:00/ Hangar 36- office nr 8/Dennis/ Bureau CQ*

Bureau CQ was founded 7,5 years ago by Three IPO students who worked for different companies. They started as a product concept development agency and have grown into a full product development with an office in china to ensure quality in their productions.

Dennis started as an entrepreneur because he felt that whatever was being done at his employer could be done better. If we interfere with something we know we deliver a better job than a lot of other companies so let's at least try. I am a successful entrepreneur when I deliver products of high quality; the substance of a company is the most important thing.

90% of our work consists of working for clients; the remaining 10% are our own products. 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.

We develop products better than the competition for one simple reason: we control the entire process from beginning to end. Especially the final part when you translate a concept to a physical product is very important if you are not closely concerned with that process you never have a guaranty for a high quality end result.

We have been involved in the development of the foundation, but personally I haven't done much with it. Also, we haven't been showing any collective actions. 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.

Hangar 36 is a collective of designers in different disciplines. We used to do a lot of meetings, Syntens was involved, all creative and what not. But ultimately 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 think we can help each other a lot, every discipline related to product design is represented in the Hangar. It's nice to be in each other's presence and understand each other and sometimes need each other. That's why I once joined Hangar.

Syntens planned to introduce an organizational structure. This structure contained commissions. The goal was to profile Hangar and gain funding from the government. I don't see any advantages in profiling Hangar at this moment. You can try to do that, but 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.

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.

An internship pool could still be fun. We had our own idea, a starter's pool instead of in an internship pool. Talented people who just graduated get a change to build their portfolio in exchange for a small salary. You need to hire someone to guide that process.

This kind of work has been done before, where are the differences and similarities? And what do we do with them? I don't want to cooperate in yet another un-decisive process. I think you should focus on similarities and differences and make something concrete from that. Finding that balance between where you spend your time on and what you gain from it. We have put time in those kind of initiatives before and we didn't get the desired result. The moment there is a good and clear concept I am willing to free some time and effort. But everybody wants something else, and some people are willing to spend more time on it than others. My advice is to gather people in an informal atmosphere, every time we gather on a social event like a barbeque people share ideas, it works. Most people don't need more meetings. Don't for in the same trap as Syntens, who didn't get any results from open sessions because their ideas are conceptual and floating in the air, that's the kind of ideas that don't work here. Try to make a concrete suggestions and examples and see how people respond. You don't want to have people committing to obligations they have to execute against their will.

## Appendix If – Interview 0900-Design

*Conversation 6/ 30-06-2011/ 10:30 – 12:00/ Hangar 36- office nr 5/ Rik/ 0900-Design*

0900-Design is owned by Rik. 0900-Design is a store selling everything around interior design, mainly furniture, lightning and accessories. It was the original initiator of Hangar 36. We were looking for an empty space for our store and found the Hangar. Because it was far too big for just us we decided to find people to share this space with. The plan was to form a collective of designers from multiple disciplines all associated with interior design. We asked for funding to make this place suited for multiple companies and put in some of our money as well. Some companies were already located in the building next door but they didn't call it Bink 36 back then. I contacted companies from my own network who could all add something to the process of developing products from idea to production. I was looking for companies able to produce and promote, who have contact with clients an interior architect for example who uses the new product in his designs but on the other hand knows what the client wants and can therefore have a lot of input at the beginning of the design process, because nobody needs another chair with four legs.

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.

The first step, finding a very cool location en create a harmonic existence between the participating companies has been a success which I'm proud of. People work with each other and help each other but you can still consider this to be phase 1.0 and we are looking to enter phase 2.0. But the ambition to get Hangar 36 to a higher level where students, companies and production industries gather is very hard to execute.

I depended on three important participants; educational institutes, production industry and city government that have all failed to connect. I don't think it was realistic to expect the entrepreneurs in Hangar 36 would put effort in providing these connections. Running a company is not the same as running a collective. Perhaps that's why I can't think of any good example of a success story of what I have tried to achieve. I guess if you want to succeed you need a successful pilot project and present it to those parties. To base a concept on the involvement in three big partners like that is a bad idea you are too dependent.

That's why eventually I realized it wasn't going to work like this. Also, internal meetings with entrepreneurs from Hangar just didn't deliver the desired results. People are busy and don't want to put the extra time and effort in it. If you want to start something like that you need a manager, someone who gets paid to just do all the work the entrepreneurs can't do and who knows what it's like to run a foundation. Once there was a plan for a manager but we couldn't afford her and she got de-motivated because people didn't do what they promised.

For now I think 1.0 is a success and I don't want to be the person who tries to reach phase 2.0 anymore. Let me know if there are new ideas and if people are willing to participate. Especially now after the economic crisis I think we have a change of succeeding. You just have to focus on what's possible now from the current situation. During the crisis most entrepreneurs were focused on their own companies. We still have to work very hard to keep the store open. This is mainly because we have a store in a very inaccessible location. We chose this location because of the possibilities with the other companies but since that isn't happening we would be better off located in a busy shopping mall. We don't generate enough traffic. I also blame Vestia for that; they do a very poor job on making this location accessible. For example you have to enter through a closed gate; customers entering my store think they are at the wrong location, like it's the compound of an organization that does business with East Germany.

The theme has to connect. If you fail to involve the production companies and educational institutions you are theme-less. I am not going to put too much time and effort in to projects that don't give me a direct financial benefit. There has been a lack of result for too long because of that people who have been very interested from the beginning to participate are reluctant. There is no budget for anything; we could have implemented a system where entrepreneurs pay a contribution for extra activities, such as employing an external manager who wants to initiate things. But it's too late to start doing that now.

Winkelhaak in Antwerpen is a good example of organizing hands on events and activities that reach their target group. They are focused mainly on renting space, so to promote themselves towards potential renters by organizing events that draw a lot of creative people. Furthermore, Fablab is a nice example of how the production industry is involved in the Caballerro factory but they received a lot of funding.

To sum everything up, I am very happy and proud of the current situation. To me it's very clear that we can reach a higher level. But my focus has changed to retailing and because I am in serious doubt whether my store is at the right location to generate traffic here I don't know if I'm the right person to carry the load of reaching that higher level. Especially if Vestia does not do anything to make this place retail friendly I have to draw my conclusions.



## Appendix Ig – Interview ZVA Architecten

*Conversation 7/ 30-06-2011/ 14:00 – 15:00/ Hangar 36- office nr 5/ Remco/ZVA architecten*

ZVA architecten was founded three years ago when owners Walter and Remco where initially busy taking over another company. They work for a wide variety of clients; developers, holiday parks, companies who need an expansion, very diverse. They advertise with signs next to their building projects. Also they were featured in an article in a building trade magazine through a befriended journalist; eventually it's your network that counts.

I started as an entrepreneur because I've see how things work at other companies and think things can be handled differently. I like getting credits for my own work instead of the company I work for. Also, I think I form a great team with my partner, I wouldn't do it all by myself. A successful entrepreneur makes profit. Not because money is the most important but because it's a basic need like you need food and clothing to live. We look for projects where our hart is; sometimes you do a project for free because you want to show off your capabilities.

We have a good network and a lot of experience. We are very diverse and meet our costumers' demands. That's why we have an advantage over a lot of other starting companies.

What the foundation does? That's a good question. I think organize the events, manage the mutual space in the building and profile the identity of this building. I think the building has a very good identity, the black and yellow is very easy to recognize from the train and it's a good place to bring clients to. When I tell them about the Hangar I make a comparison with the Caballero factory because that's what people know. Hangar 36 is a chain of designers who enforce each other. We are definitely a different entity inside the Bink. They all work in their individual cells, we have something mutual. Our black and yellow stripes are a perfect image for us. It feels industrial, not too polished and a lot of ideas under construction.

That's not what happens in practice. We don't operate on a level of one idea entering the front door and a successful product leaving through the exit or in the 0900 store. I don't expect that to happen, it would be nice but impossible to execute. Especially practical matters, how do you handle money streams and intellectual property? Time is money how much do you want to invest? It is a good idea in theory but in practice you fail to commit to it. I also think that our company, as architects, doesn't fully fit the intentional concept. We do have synergy on some levels on a product level. Also with Petra we designed the outside, she did the inside, that works.

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. For a product developer it might be different but I don't see it happening. Maybe if I develop a cool mailbox or anything I might seek collaboration with one of the companies here. I'd rather give advice on someone else's idea and see how my expertise would fit that answer. Our door is always open for questions. For example studio UberDucth was working on a retail space and they needed answers on legislation where to put the fire extinguisher etc.

Syntens has put us in to groups that all have a responsibility but it doesn't work. Daily practice just doesn't demand too much from most of us. 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.

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 putting 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.

It would be good to do something that fits the characteristics of the Hangar. We do have a theme on our series of events which is design. I have difficulty mobilizing my network; the main part of our network consists of building developers who don't have so much in common with the other disciplines present in Hangar. I don't know who would be the most important group to invite? I never saw any benefit from the events we have organized in terms of expanding my network; maybe our disciplines are too far apart.

I think it's a good idea to put something under the name of Hangar 36 as soon as you start developing outside of your own discipline. The name has to stand for a consistent quality and we shouldn't just randomly put concepts out. Nobody likes committing to obligations. Also, flow of money and intellectual property is very hard to manage when developing a Hangar 36 brand.

Spending one hour a week on mutual activities is already a bit much but it depends on the content. I also don't want to pay for something like a general manager.

## Appendix Ih – Interview Pixel 8

*Conversation 8/ 01-07-2011/ 11:00 – 12:00/ Hangar 36- office nr 6/ Maarten/Pixel 8*

Pixel 8 is a small collective inside the Hangar and moved to Hangar 3 years ago. They consist of 4 different entrepreneurs who do web-design, graphical work and photography. Maarten is a photographer and tries to work for advertising agencies.

I started as an entrepreneur because I don't like to work for a boss. I get itches if I do. I guess I'm a bit spoiled that I'm in a busy that I don't have to work for a boss if I don't want to. My wife earns enough. That's why I have always walked on the creative side of life. It's not easier to make yourself better than your competition next door but lately it seems to look like things are going into the right direction lately. You are a successful entrepreneur if you can keep pushing yourself to renewal and broadening your horizon. I don't stay with weddings and portraits which a lot of photographers do in this business. I am close to doing photography for advertising which where most of the money is right now.

Being social is a big part of my job. I don't know if you know a lot of photographers, but they have a reputation and I'm just a mild one. I have a business education that's why I know my way around the tie culture. That's where I want to get my clients from, that's where the money is. Not in magazines or festivals anymore. I started in Hangar because I like this space and because I knew Rik. We are a collective based around design. Actually we are not, but that was the plan, instead it's a good pitch to get clients interested. 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.

The foundation is started to keep invoices mutual. I don't feel like paying for a manager to dedicate his hours to the foundation. 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.

To me the name of Hangar has shifted to Bink. That's what people know. It's better to sell yourself as a member of Bink if you mention that name everyone knows what you are talking about. If the name of Hangar is of any use depends on what you can puzzle together.

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. I don't necessarily look for concrete products or events; something just for people from Hangar like a barbeque is also synergy to me.

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.

## Appendix II – Interview Studio ÜberDutch

*Conversation 9/ 01-07-2011/ 13:30 – 14:00/ Hangar 36- office nr 5/ Roel/Studio ÜberDutch*

Studio UberDutch is a product development company that started 5 years ago. They are located in Hangar 36 since 3 years. The founders have gained a lot of experience in retail concepts before starting their own company. Last year one of the founders decided to leave the company. The company's philosophy is to design products that support or enforce the clients brand strategy. The company's strength is the conversion from a clients brand to a physical product.

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 somebody above you with a different view. I am a successful entrepreneur if the company grows to a certain number of people that operates as a trustworthy team that is capable of executing cool projects that people recognize. Secondary, I want to make a decent living, I don't have to get rich but I work hard and I want to get paid by what I work for. Eventually I would like to bring my own concepts to market, preferably concepts the world would benefit from not another chair.

We have a good feeling for the message that our client wants to send to its target group and we are capable of translating that message to a concept that fits our client. We are small and flexible; we care for our clients and take them by the hand. If we can do something extra that is beyond the scope of our project we introduce them to companies that can help them further.

The foundation is a formality to have a mutual financial reference point. For example if we organize a barbeque we have a bank account to buy groceries with. In an ideal situation the foundation is meant to be bigger as a whole. Organize events, collaborate on project, develop products together or work on a project from a pitch. The foundation could act like a mark of quality. I don't think that's necessarily the best idea, but it could be nice.

However, 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. So far the commitment of others is not enough but to me this is still a place that could be a hotspot with a lot of things happening. If it takes an investment which is affordable for me and I feel others are committing as well then I am willing to participate. Some people say if I don't make a single euro from it I won't participate, to me that sounds like tunnel vision. Whatever you do now comes back sooner or later in one form or another, if you do everything from a motivation for money you will get disappointed by definition.

Hangar 36 is a company collection building where a diverse range of creative companies work together. We all have our own identity but our doors are always open. I don't feel anything for Bink, to me Hangar 36 is a loose entity. Our biggest strength as Hangar 36 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. 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 hitch hiking 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.

Syntens has listened to our story and developed a plan for us to work together on organizational level. We got a lot of resistance from other people in Hangar because they feared they would lose their identity or have to commit to too many activities. The model does not work, in my opinion because from the beginning it wasn't clear what every group was supposed to do. People were motivated but just didn't know, there was no creative planning. We as a group did a few meetings but stopped because we didn't find it useful enough. The idea of small groups originated from the thought that it's easier to gather a small group instead of everyone at the same time. But because we split certain responsibilities between groups you always need input from the other groups as well and that doesn't work.

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". Veeel does an interesting job, they have a very big group of students but they actively manage them, we don't have the power to hire a manager. I also don't want to pay anything for a manager right now.

Once there was a plan to hire a manager and Janneke entered the picture, she developed a plan with me, Petra, Arvid and 0900. That plan was further developed by someone from 0900 who doesn't work there anymore. There was nobody left that participated in the original plan. We decided not to apply for funding with that plan. Also, Creatieve Stad Den Haag had less funding available.

Caballero factory has been driven by funding for a very long time, that's why everything is smooth and finished over there. I don't like that and that's why I prefer Hangar. But they are very famous so in that aspect they do well.









## Appendix II – Interviews Collaborative Clusters

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### Appendix IIa – Interview Ro-Co

*08-07-2011/ 10:00 – 12:00/ Rotterdam/Rotterdam Collective (Ro-Co)/ Richard Boeser – Co-Founder*

#### Interview

The Rotterdam Collective or Ro-Co is a collaboration started by Richard Boeser and Tom Bosschaert. It is an open space where companies can either rent space to decorate as their office, or rent a flex-work place at one of the desks. The Ro-Co members work individually on their own projects but also operate as a collective. They share a kitchen, meeting room, copy machine and printer. They are represented in the form of a V.O.F. The idea behind the collective is that we do sustainable or socially responsible projects, this only count for our collective work, what everybody does as an individual entrepreneur is their own business. Recently we started to rent more flex-work spaces; it turned out there is a high demand. People don't want to work from home and love to be part of a community that does something extra.

The collective is founded by Richard and Tom because they would like to work in such a setting. The starting point was working while being surrounded by inspirational people. We further developed that concept, asked ourselves the question what do we really want? And that's how we came to this concept. All kinds of disciplines in an open space, at least you have to know what everyone around you is doing, but with the possibility to execute mutual projects. We got this space through SKAR (Stichting Kunst Accomodatie Rotterdam), they already rented two floors in this building to artists but the top floor was empty. This floor looked very much like an office environment, very un-inspirational, we painted everything and even renewed the ceiling, we got some funding for that from the city government, just enough to cover our material expenses, we did the manual labor ourselves. We only used ecological paint and manufactured our own furniture from rest wood from the ceiling for example.

We got some help from the government; they funded our material costs but also made the exploitation of this building possible. There used to be a very big Nokia commercial over this building which made more money than three floors of renters combined. The city government decided it was better for the city to remove the advertisement and use the space in the building so they forbid it, only then was the owner prepared to co-operate. This whole building is called RAUM, but we don't know anybody from the other floors, I also never mention this name to clients.

The idea is that once we have a project we form a team internally, who is suited for the job and who is motivated to participate. In practice this turns out to be a lot harder than in theory. Unfortunately we miss a public space because we would love to bring the dialogue with the city inside.

We have certain believes, the collective only takes on a project if it possesses a social or sustainable component. This is separate from everybody's individual work. Tom and I are responsible for daily routines such as ordering paper. We are also responsible for new members. However, we do ask other members opinions, if we believe there are conflicts of interest; if someone's work is too similar of someone else in the collective. We strive for minimal competition and diversity but sometimes

that's difficult because a lot of companies do some graphical stuff, more than project developers for example. It's a shame sometimes we have to disappoint very nice people.

We are successful in the sense that we are full since a few months now. Also, when I need someone from a different discipline I ask someone from here. There is a lot of co-operation, also when we renovated this space we had a lot of participation. We select people for their motivation to participate as well. We did a lot of mutual projects, we have organized film evenings in Rotterdam and we take trips to get to know each other and find inspiration. Unfortunately we have only managed to execute one mutual project commercially. This was a project for the city government in Rotterdam. We provided a sustainability workshop, entrepreneurs from our collective did research, provided drawings, we did the layout etc.

When we have a project, someone becomes project leader; it's his job to engage other people. We (Tom and Richard) are responsible for official business like rent and contracts, but when a project comes in it doesn't have to go through us. The e-mail address of Ro-Co is read by us, but we bring it to the group.

Organizing events and taking initiative is something we expect from the group. Some people here work in the event business, for them it's familiar territory. Tom and I don't have the time to do acquisition, or to actively look for projects. We want to spend time on making things easier for everyone in the collective, like ordering paper. But we feel that initiative to projects should come from the group.

We don't have a specific theme or guideline our projects should meet. The group is free to organize whatever they like. We do have five members working on a plan to present ourselves right now because what we do is hard to explain. It looks a bit like this:

A client has a problem, perhaps he needs a team of three members, the client contacts Ro-Co and he can pick three of our members to generate a solution. Perhaps we pick the members, we don't know yet. But this is a difficult story to tell because clients are not used to work like that. 10% of the profit from such a project goes to the collective. It is hard to be visible, we would love to have an open space where people walk in and think "hey what's that?"

The problem is that everybody is very busy doing his own business. Most of the members here do very well. Including me, if I'm busy the first thing I do is not finding new projects for the collective. Employing someone dedicated to this job is an option; we had hoped it would happen more organically. Collaboration does happen, but not under the flag of Ro-Co. The question we have to ask ourselves is; is that a bad thing?

For people that work alone it is very hard to acquire a large client, as a collective you can do it. We can do very interesting projects, we have very diverse disciplines. But you have to invest time in finding these projects; I have my own company so I don't have time to do that. That's where the bottleneck is. At the same time, the other components of this setup are going quite well. Whether it is a movie night, cleaning schedule or the website; someone is project leader and engages the rest.

My desired future is to see the collective take on large projects; I am very satisfied with all the rest and I notice other people feel the same. You just see that if you have to make a choice between doing something for Ro-Co or something for yourself because you need money people pick the last

option. I don't know if you can ever change that. Acquiring a project takes time, no one has it, it's very understandable. Not everyone is good at acquisition, some are very good designers or concept developers everybody has different skills. Lately we try to select people on their skill to do acquisition; we don't know how that is working out yet.

For now we focus on spending time together, to find inspiration and build or team, just going to the fruit department in the Rotterdam harbor for example. Those are the days where the vibe arises to do projects together and where we find each other and inspiration.

From some people you just know you'll get a positive response. Other people can surprise you. As soon as you put walls between the members it becomes easier to get sucked into your own thing to much, even in our open space it is sometimes difficult to prevent that from happening.

## Summary and Conclusions

### Open Climate:

The main difference with Hangar 36 is the absence of walls between the entrepreneurs. Everybody works in the same space, according to Richard this contributes to an open climate. He thinks because of the open climate everybody at least knows what the other members are doing which increases the chances for cross-pollination of ideas, but still it is very hard to get the members involved in mutual projects.

### Shared Vision:

The collective operates from a shared vision to execute projects that have a social or sustainable component.

### Collective Action:

The procedure behind collective action is as follows: A client has a problem and contacts Ro-Co (Richard or Tom). They introduce the problem to the group and anyone interested forms a team. One member is project leader and is responsible for involving the other members. Unfortunately this has only occurred once. 10% of the profit of such a project goes to the collective.

### Bottlenecks:

The reasons why this hasn't happened more often according to Richard are very similar to the reasons for lack of participation found in Hangar 36; the initial effort to acquire a project does not harvest direct benefit. If an entrepreneur has to choose between finding a new project for the collective or making money for himself everybody takes the last option.

### Synergy:

Richard indicates that a lot of activity takes places between the entrepreneurs in the collective. Whenever someone needs some work from another discipline they ask each other. This is similar to the situation in Hangar. However, the openness of the space might be responsible for a higher level of synergy.

### Events:

The events that used to be organized complemented the social and sustainable vision of the collective with mixed results. Recently they decided to focus their events on having fun together.

Taking a trip to the fruit division in the harbor for example, to get to know each other, find inspiration and to create a climate where ideas originate between each other. According to Richard this is an idea that works, you see people finding each other on days like that.

#### New members:

New members are selected by Richard and Tom in consultation with the group. They look for diversity in disciplines but even more for people that want to participate in the collective; not only in mutual projects but also in maintaining the building (a lot of the tables and desks were built by members of the collective from residual wood from the renovation). Recently they have adopted a new strategy in the selection of members, according to Richard acquisition is a skill that some people are good at. They are now looking for people with that skill hoping to get more projects for the collective.

## Appendix IIb – Interview Creative Factory

*14-07-2011/ 10:00 – 12:00/ Rotterdam/Creative Factory/ Sabine Evers-General Manager*

### Interview

The creative factory was founded three years ago by Koos Hanenberg. He managed a little office in the Maassilo that was used as a party location at the time. Below the office where already some small spaces that were being used by architects, Koos figured there must be a much bigger market for that and had the idea to fill the whole building with creative companies. He arranged funding to renovate the building and companies entered the building. Koos was tired of the idea pretty soon and sold everything to Leo van Loon who made it the Creative Factory and is still creative director.

We have 10 different partners supporting our idea; a creative business building for young entrepreneurs with an extra incubator role. We provide coaching and we introduce you to network events. Furthermore we organize events of our own.

From the 10 partners we have 4 partners that give us direct financial support in the form of sponsorships. Other companies offer their hours, KPMG for example gives free accountancy consulting to starting entrepreneurs, while HRO (Hogeschool Rotterdam) provides interns. The partners do this mostly from a socially responsible view in order to get good publicity. Some partners get other returns; HRO gets a free space on the 7<sup>th</sup> floor. If you are a student and you have a business next to your study you can use this space to work. The HRO uses this space to give classes and presentations; they have provided the furniture for the room. Wietske Willems from HRO is here every Friday, she knows all the entrepreneurs and reminds them that intern periods are coming up. She also guides entrepreneurs in guiding a student. If you pick your interns well they are almost as good as a fulltime employee, you have to invest time in that.

Rabobank also has a room on the 7<sup>th</sup> floor which they use as a meeting room and to take clients too, it has a very nice view on Rotterdam. Rabobank also does business here; they offer starter loans and other deals to entrepreneurs. Other partners love to take their clients for a tour in the Creative Factory, for inspiration and for showing off.

We have an extra BV that organizes parties, events and meetings. We use it to make some extra money to pay for our salaries. We have a creative director (Leo van Loon), general manager (Sabine Evers), facility manager (Vivian), one janitor and eight receptionists (interns). We get funding for the receptionists to cover the expenses for Vivian who has to manage them. We also get some funding to employ the janitor because he works in a social re-integration program. It's not a lucrative business, if we add the money we make by organizing parties and events we nearly break even.

Leo maintains all the contact we have with partners; it really is a skill that he possesses. He meets someone from KPMG at a network event and three weeks later we have a partnership. His networking skills are a crucial element.

We organize drinks and events for entrepreneurs to get them to know each other. We are also experimenting with a new concept called creative business scan. We approach companies (large companies like Unilever) who we think must have some sort of creative problem they want a solution for. They can buy that solution at the Creative Factory. We select a group of entrepreneurs to work on that problem. It is a good way to force them to work together and get to know each other.

But also without our interference we see a lot of collaboration, especially between people that work in the same unit (a unit is a shared space or floor where approx. 10 companies are located). I think on average half of all the entrepreneurs in a unit have collaborated at some point. A very nice example is 4 guys that started as individual entrepreneurs in the creative factory have started a new company together guided by our coach.

When a new entrepreneur wants to enter the creative factory they have an intake conversation with me and Leo. We decide on what we think is a good unit for them, we try to recognize opportunities for collaboration and cross pollination. We don't have a maximum time to be in the creative Factory, if we notice someone who is never present we'll talk to them because they are taking space. Sometimes you see a company grow and they need to hire smaller companies for their work, this is a good opportunity for the smaller companies in the Factory. But we do charge a monthly rent per person, this means the bigger your company gets the less attractive it gets to stay located here.

I just finished a course for creative incubator development in Amsterdam. If you really want to make money you just have to rent space. This place is Leo's baby and that's why we do all these extra things. Off course, if you lose money you have to pull the plug at some point, but we are doing quite well. Leo's vision is to help, stimulate and facilitate young creative people.

New members have to fit in our picture; we don't want a building with 80% graphic designers. But there is competition, it keeps them focused. We try to negotiate who we place at which unit but we have the final argument.

Maintaining your network is very important. We have collaboration with Speedo. Partners that take their clients for a tour take them on a boat trip; they are transported to our location and get a tour. We work with the chamber of commerce, Rotterdam Media Commission, and Businessnet Zuid, that's how you get introduced to all these business networks. I do all the events, marketing, communication and the website and I work fulltime.

If you want to be able to commercially exploit your building your facilities have to be up to standards. Sometimes we walk around with a drill machine. This is a strange and industrial building so you can get away with things that aren't perfect but the basics are always ok; working toilets and a wardrobe.

The creative factory has to be known as the inspiring community. Come to this place for inspiration, come to this place with your creative problems, we have a bunch of entrepreneurs who solve them for you.

Entrepreneurs get frustrated when they work at home, here they have an opportunity to collaborate they get coaching and the price is very attractive. That's why people want to be located here. Furthermore you'll get a locker, your own mailbox, access to the kitchen on your unit, access to the meeting rooms and a place to work.

## Summary and Conclusions

### Financials and Partners:

Creative Factory has partnerships with 10 different companies. In return the companies make use of the meeting room with a very nice view on the 7<sup>th</sup> floor. Companies like to take clients to this room and give them a tour through the building. KPMG offers accountancy advise while Rabobank provides

starters loans. Furthermore the HRO (Hogeschool Rotterdam) has a classroom for presentations and meetings; students who are entrepreneurs besides their study are offered a place to work here for free. The Creative Factory has a separate BV dedicated to the organization of events. According to Sabine, if you want to make any profit from a business building you just have to rent the space, everything else will cost you money. The partnerships and income from the organization of events make it possible to barely break even. The events are organized in a dedicated space that has facilities like a bar.

#### Vision:

According to Sabine the vision of the Creative Factory is to be known as the inspiring community. Come to this place for inspiration, come to this place with your creative problems, we have a bunch of entrepreneurs who solve them for you.

#### Management:

The Creative Factory has a creative director (Leo van Loon), a general manager (Sabine Evers), a facility manager (Vivian), a Janitor and eight receptionists. The receptionists are interns and are managed by Vivian; the Creative Factory receives funding for that. Furthermore they receive funding for the Janitor because he works in a social reintegration project. The general manager and facility manager both work fulltime. Also, the building and management of the relations between all the partners is a demanding job the Creative Factory is successful in that area because of the networking skills of Leo. Sabine acknowledges how hard it is to get entrepreneurs involved into collective action; she claims she sometimes has to literally drag people from behind their computers.

#### Synergy:

According to Sabine, synergy occurs especially inside a unit. When a new member enters the Factory Sabine and Leo determine on which unit they get placed and they look for opportunities to co-operate. Synergy is a tool for the entrepreneurs to grow that is stimulated as much as possible. A new concept we are working on to promote co-operation is called the business scan. Bigger companies like Unilever provide us with a creative problem and a suitable team of entrepreneurs from the Factory is created to solve that problem.



## Appendix IIc – Interview Veeel

*02-08-2011/ 10:00 – 12:00/ Amsterdam/Veeel/ Jelmer Riemersma- Co-Founder*

### Interviews

I started Veeel together with Peter Veldhoven, we both have a background in industrial design in Delft. We have had contact with Rik from 0900 design before, because there was a lot of overlap between Rik's visions in collaborating with students and ours. We even considered opening an office in Hangar, but since we both live in Amsterdam it would be inconvenient. We believe that if you study law you cannot do lawsuits on your own. If you are a design student you can participate or add a contribution to projects for companies. Pretty soon we found out there is a limit to the capabilities a student has. We started with small clients and simple projects, we were very active on business events and job-fairs back then. But when we started to grow and started talking with Philips, Unilever and Heineken it was clear that we couldn't just focus on students anymore. We then opened up our platform for all designers which attracted freelancers and small agencies as well. A lot of the students that joined us when we started are working now, so you can say they grew along with our vision. We have 1385 members; they find us by word of mouth.

Finding clients is a different game; we are very active in making potential clients aware of our working process. Peter manages the relationships with clients while I focus on the operational part when we do a project. We notice our approach is appealing to a lot of companies. Our approach enables us to be very diverse.

We have contact with a client; we deliver the strategy and determine how we are executing the project and what the best way to involve our designers is. We start with a big group and make smaller teams when the tasks get more specific during the project. Designers apply for a project; we generate the teams and decide what is necessary. If we need a space we rent a suitable space, if we need a prototype we arrange a partner to produce it. We have performed sessions at Phillips and Unilever with between 50 and 100 people for an occasion like that we arrange a lecture hall at a university. We have never had the problem that we didn't find the right people because we have so many designers to choose from. When we began we had a smaller group but the projects were less complicated.

The client communicates with us and at the backend we arrange everything with the designers. For smaller teams we use our own office or we work at the client's office. Every project requires different skills and capacities, we include them. Outsourcing so many activities doesn't make us more expensive than competitors. A traditional agency works with a fixed team of designers and they take all the steps in the design process. If you work for client A with a team of 10 designers with 3 specialists in a certain area; and client B comes along and wants the same thing you cannot use your 3 specialists and you can help client B three months later. In our vision you reach a better solution faster by using the capacity of more designers at the same time efficiently. Our process is what makes us unique and what we are known for by our clients.

Some problems we have run into in the past include the dependency on other people. We have had a situation in which a designer's computer completely crashed the day before the deadline and all his work was lost. This can happen with your own computer as well, but you have less control over other

people's assets. Another difficulty is the payment of the designers; we work with multiple teams along the different stages of a project while a client usually pays at the end of the total project. We don't have the financial space to pay the designers in advance from our own money. We try to keep a limit of three months to pay our designers but I think it is actually too long. We need to develop a system in which we can pay faster.

I don't know any other party that handles design this way. At a graphic design level you have a lot of crowd sourcing projects. But they work in such a way that clients put a briefing online and designers can pitch for it. We have learned how clients and designers speak a different language; we are between them and speak both.

When we compose teams we gather them at a location and execute a session. We make sure everybody knows who brings what skills to the project and what we can expect from each other. We have techniques to get to the core of the project fast. You learn what works and what doesn't along the way. You start with something weird to break the ice and get people out of their comfort zone. You accelerate creativity, you know who is in your team and you destroy any barriers for people to feel reluctant to speak. We also perform sessions where clients are present; it's far easier to work with designers. They have the ability to think outside their routines quickly. Eventually you'll get people to participate if you are a motivating and inspiring facilitator.

The problems described from Hangar 36 is something we see a lot at our clients, especially with graduation projects. Students graduate at a company, hand in a report with a thousand great ideas, and nobody is responsible for executing them; the report with a thousand great ideas ends up gathering dust. Taking initiative, doing something that's not in your job description is something most people don't do, in a company or in a collective of entrepreneurs. I think your research is very interesting. I know a lot of those creative incubators and I like the idea. But it seems none of them reach their full potential when it comes to commercially exploiting the benefits of being located in the same building.

You should take a look at how innovative companies with multiple business units solve that problem internally, like Google. Of course, the majority of bigger companies have business units that work completely in isolation from each other and have no idea if they are doing the same thing.

Also, take a look at a home owners association. The owners of a home all deposit money to maintain the building even if it is on a part of the building you do not live in. I don't think entrepreneurs are savvy to deposit money if they don't have direct benefits. But it could be a good commitment, if you have saved money for a year you start to think: "we saved all this money; we better do something useful with it". People should have a commitment or an incentive. To me the incentive for the entrepreneurs in Hangar is their advantage of scale.

## Summary and Conclusions

### Vision:

Veeel believes a project can be executed faster and better if you gather the right people for the right task at the right moment. Veeel finds a client and determines the strategy and approach of the project. Which teams are necessary and when should they deliver what? Designers can apply for a job in such a project. Veeel does the selection of designers and composition of the teams. Veeel is unique because of their process; this is what they are known for by their clients instead of their own

style as most traditional design agencies. When they promote themselves to a client they present cases instead of products which usually appeals.

**Management:**

Finding clients is a fulltime job. Veeel is owned by Peter and Jelmer, Peter handles relationships with the clients while Jelmer is responsible for managing the projects.

**Approach:**

The approach towards each project depends on the actual project. Usually they start with a big group to generate ideas. As the project develops itself more specified teams are composed, for example a team for packaging and a team for detailing of the prototype. If they need a space, a space is rented. If they need to build a prototype, they find a partner who is able to produce it. If members of a team don't know each other, they organize a session where they will get to know each other. If they need to generate ideas, they organize a session together with the client. According to Jelmer a client and a designer speak a different language. They are in between and speak both languages. A client just speaks to Veeel, while at the back end they arrange everything with the designers.

**Synergy:**

Veeel makes sure there is synergy between the participating designers. They do this by selecting designers and matching them based on their own insights. Of course it helps that the designers that apply are interested in collaborating from the start. To stimulate synergy they perform sessions with teams that don't know each other. Jelmer describes how a good ice breaker effectively gets creativity flowing, destroys barriers to speak in a group and instantly makes people aware of who they are dealing with.

**Financials:**

Even when all activities are outsourced Veeel is not extra expensive compared to other companies. This is because compared to a traditional agency; they can handle a lot of projects (and stages within a project) at the same time.

**Initiative:**

Jelmer has ideas and insights about initiating projects. He recognizes the problems from Hangar 36, everybody is willing to participate but nobody is willing to initiate. According to Jelmer this happens at a lot of clients as well. They often deliver plenty of good ideas, but because there is no one responsible for them at the client side they end up un-used. According to Jelmer if you want to execute any idea, you have to make someone responsible and you have certainly get someone to take initiative.

## Appendix IId – Interview Xpositron and FabLab

05-08-2011/ 11:00 – 12:00/ Amsterdam/Xpositron- FabLab/ Olaf de Wit- Member

### Interview

Olaf works in a shared business building called Xpositron. Furthermore he has a lot of experience with FabLab and in co-operating with multiple design firms.

I have a lot of experience with FabLab, this is a public workplace where you have access to machines that are related to computer aided design, which means you use 3d models to make something. This is a very important aspect because those models are stored on the computers in FabLab and everybody has access to those models and has the possibility to use and improve them. A few weeks ago I got a call from someone who asked me about the right machine settings to laser-cut polypropylene foil. People optimize each other's projects. FabLab is a network of workplaces around the world, some of them co-operate with existing workplaces.

I know someone who made a 3d printer at a FabLab. He now uses it to print custom gifts in a museum gift-shop. It will not take long before he has made the quality he needs to compete with professional 3d printers. I think this is the future of product development. The idea is that you can make anything, if you don't have the right equipment you make the equipment, everybody can then see how you made it and make it themselves.

I don't know about intellectual property, your idea is still your property, but if you make something the method is public and everybody is free to make it for his own use as well. If someone decides to commercially exploit an idea created in FabLab I think it is up to the community what happens. I can imagine that people who worked very hard on the optimization of a product want some royalties if someone else decides to make money from it. I think it's a new situation that people have to experiment with. Designers are known to be not the most commercially talented people; they build something for fun and start thinking about money if they almost go bankrupt. I don't think there is any official regulation yet.

If you work in FabLab you pay for the use of the machines. For example, using the laser-cutter costs 16 euro per half an hour. You also pay for materials, but they don't make any profit because they are a foundation.

I am busy with a project I have created in FabLab myself. It's a foldable mudguard for fixed gear bicycles. People riding a fixed gear want to keep it as clean as possible, which means they don't want to ride around with an attached mudguard, however you do need them if it rains. My mudguard is foldable, so you put it in your back and attach it to your bike if it rains. I made my prototypes with the laser-cutter at FabLab but eventually I have it stamped. There is no stamp machine at FabLab but you would have the possibility to create your own if you wanted to.

My project originated at an event organized by design smash. Designers gathered in three cities at once in a FabLab in an informal setting and would combine a party with designing. We were with 12 designers and there wasn't really a plan. Some people worked alone, some people started to collaborate. You had to sign something; the best ideas would be sold by design smash. I didn't sign it, I wanted to elaborate on this project myself.

I am an entrepreneur and I have my office in Xpositron. This building belongs to a foundation which we pay rent to. There is almost no activity between the members in the building. I did a project with three other guys from an interior design agency. We placed solar cells on the roofs of the building enabling the building to suffice in 96% of our power supply. It is the biggest solar station in Amsterdam. We gathered a lot of information on solar power but also on financing such a project and to get it funded. Eventually the project was funded by Tridios bank and will earn itself back in 9 years. I think it is a good example of a successful mutual project, but it has nothing to do with my own business and expertise.

Another example of co-operation in the building is trade business. I get some pictures from a photographer I make a logo in return. Very helpful for your business, but to me this is not a mutual project. I think a good mutual project is when you can join and develop the key activities of your businesses to do something that is financially attractive for both parties.

Also, if you enter this building you'll sign in a contract that says you have to spend a certain amount of hours in fixing this place and maintaining the building. The people who started the foundation that owns this building have made rebuild it to make it usable. The building used to be from someone else, they rented it, fixed it and bought it through an interesting construction that I don't know by detail. They didn't just do the manual labor. There are also some architects involved that helped with the taxation of the building and setting up the contracts.

You have to find co-operation yourself, I collaborate with 2 design agencies in Amsterdam. In fact, Amsterdam is one big incubator. I am currently involved in a project for the RAI that involves some aspects of sustainability. I find collaboration with an agency that is specialized in sustainability; I let them practice their religion while I keep the main overview.

I also work with an agency specialized in bicycles. I consider myself to be 90% specialized in bicycles and 10% designer of concepts and practicing my other interests. I am very interested in efficient use of materials and energy, that's why we did the solar station project. In Germany and Belgium they are way ahead of us in that aspect, I think the Dutch government should invest more in the execution of sustainable energy. We tried to set an example. I learned a lot from the project, about energy in general and insights in the different energy chains through the city. I didn't participate for a commercial reason. I used this project to fill in the hours I should spend on maintaining the building. We could exploit it commercially, acting as a consultant and advice people or business incubators on executing a similar project. We are also in the race to win 10.000 euro from Tridios bank, there is a lot of publicity involved which we probably could have exploited better.

I don't see any real options for collaboration in this building except for the examples I previously mentioned. What you see here is the most successful companies are the ones that are the least interested in collaboration. I would love to have more creative challenges between the companies here, this can lead to collaboration but I think it starts with doing your own projects and talk about them. I need both, work alone and work together. This building is not designed for collaboration, it's dark and there are no windows in the doors. There's a closed atmosphere. Also, the building can be very empty; a lot of artists work here but artists don't have any money so they usually have a day job somewhere else and work here at night. To me that doesn't make sense, it could be a possibility to think of something clever to better use all those spaces.

Some of the artists organize events where they sell their art. We also used to frequently organize an evening where people talked about their projects called the lobby. I think the thought behind it is good; people need to know what we are doing here. To me there is no advantage in the reputation of Xpositron. I am not looking for that either. I have to spend my energy on things I completely believe in and that contain a commercial aspect for my business. If such an initiative meets those conditions then it's ok, but I am not keen on carrying the load for all kinds of idealistic initiatives.

Actually I am planning to move to a new building where one of the agencies I work with also works. We notice we have something to offer to each other. That's a different approach, you start sharing a space after you have decided you want to collaborate. Contrary to when you work in a forced-fit; you have a solid base and that's when you get the most benefits. You can make decisions more effective if you don't have to communicate through e-mail.

I know a nice example it's called *the open coop*. It's from a friend who is into this open innovation business. They started with their architecture agency and a group of people that all have the same believes on cooperation. Their focus is on beta testing and developing prototypes. They work in a collective, clients address the *open coop* Instead of individual companies, and they do a project for Rabobank now. I think they are idealistic and it might get them into trouble, if you bring in a client you don't get any extra money for it. I think you should get extra money so you are motivated to do it again. They joke about it as being a bit communistic, I think communism has proven itself to generate a mess.

Eventually I believe in it, but someone has to do acquisition towards clients and you have to have good ideas that are interesting for companies. It is important to produce a teaser to interest a potential client. If they are interested just create a team and develop that concept.

You have to look at what individual entrepreneurs need. For example, I am not that good in acquisition. My strength is in elaborating concepts, so I would love to collaborate with someone who is a good salesman.

## Summary and Conclusions

### Vision:

The idea is to facilitate personal fabrication. Anyone can start a FabLab and FabLabs have been opened across the globe. The Netherlands host FabLabs in Amsterdam, Utrecht, Groningen and The Hague (in the caballero factory, which is a business incubator close to Hangar 36). If you don't have the right tools to create something you make them, like a 3d printer for example.

### Synergy:

All machines work with CAD (Computer Aided Design) models. If you use the machines your model is stored on the computer. People have the ability to use, but also to optimize your model.

### Intellectual property:

If you use the FabLab machines your model is public property and can be used for personal use by anyone. Other people have the possibility to improve or personalize your model.

#### Xpositron:

Xpositron is founded by a collective of interior designers. They renovated the building and had the opportunity to buy it. Now they offer affordable space to starting entrepreneurs. When you enter the building you agree by contract to spend a certain amount of hours on the maintenance of the building. Collaboration is not an objective.

#### Collaborative projects:

Olaf has spent his hours dedicated to the building by building the largest solar station in Amsterdam on the roof of Xpositron. Three other members of Xpositron joined in the project. However, this is not a project where the different entrepreneurs used their core competences.

#### Ideas on collaboration:

According to Olaf a good process for collaboration is when you find someone to work with and execute projects together to form a solid foundation. After that you can start thinking about sharing a building together. Then you truly have benefits from the fact that you are in the same building because you can make decisions more effectively and you avoid being a forced-fit.

Furthermore, you have to find something that is commercially feasible and attractive. An idealistic approach does not work, an entrepreneur wants to spend his energy on something he truly believes in and gives a direct benefit to the business. Communism has proven itself to bring trouble.

## Appendix IIe– Interview Rotor and AAA Concept cars

*06-09-2011/ 11:00 – 13:00/ Eibergen/ Ellen Altema- project manager AAA concept cars & Rick Reefman - project manager Rotor innovation center / Herbert Weekhout – Managing Director.*

### Interview

Rotor is a producer of electronic motors primarily used in industry and shipbuilding. They operate since 1958 and are market leader in the Netherlands; their products are used world-wide. According to their website they are an innovation driven company, constantly innovating processes to bring value to suppliers, manufacturers and end users.

What makes Rotor unique and interesting in the perspective of Hangar 36 is the prominent place of their innovation center in the organization and the way students are involved with the company. Students are involved in two departments of Rotor. The first is the Rotor innovation center; the second is AAA concept cars.

### Rotor Innovation Center

The Rotor innovation center started in 2007 and is managed by a participant in the fast forward traineeship program. This is a traineeship for talented graduates from Saxion Hogeschool. Participants are installed in three companies during their traineeship each for a period of eight months.

The innovation center has a capacity for 7 students, from all possible studies and directions. Furthermore the innovation lab has partner companies where students are placed (currently 2). Every manager works a period of 8 months, every student for a period of 5.

Rick Reefman is the current manager of the innovation lab. His tasks include recruitment and coaching of the students, assignment and concept development and manage relationships with partners. The manager goes through the company and detects areas that can be improved. He or she then goes to one of the educational institutions in the region and promotes this opportunity to an internship coordinator. Through the coordinator it usually is promoted to the students.

Further promotion of the concept among students goes by word of mouth, every graduated student from the innovation center acts as an ambassador.

The focus is mainly on internal processes. Successful examples that originate from the innovation lab are the implementation of a new and efficient billing system, the implementation of a new energy efficient testing method for electronic motors and several lean manufacturing principles that have been applied.

The student is invited for an interview and gets reviewed based on his perceived ambition, independency, attitude and preliminary ideas. However, gut feelings also play an important role when recruiting new students. It is important to have a connection and good feeling with a student to make sure his talent comes to its right at the innovation center. An unintended advantage to the recruitment of students is the remote location of Rotor. Only motivated students are willing to cope with the daily travel that is involved. Students are given travel expenses as well as a very basic salary.

Students that are hired have to write their own assignment. The advantages to this principle are that a student will not write an assignment that is too easy or too hard. Furthermore they will focus on



the aspects they are most interested in and have a higher motivation to pursue these aspects. The disadvantage to this approach is that a lot of educational institutions have requirements that an internship has to meet (for example; theoretical background vs. practical application or relevance to a specific course) and sometimes it is hard to find a balance between the interests of the student, Rotor and the educational institution. There is no standardized solution to this problem; every situation is resolved by negotiations between students, rotor and coordinators.

When writing the assignment the student is supported to put the focus on implementation. The final two months of the internships are dedicated to this purpose. This process motivates the students to come up with something practical and also forces them to seek contact with employees within the company. Furthermore, Rotor benefits most from an implemented proposal and the ability of the proposal to generate internal support also acts as an indication of its quality.

During the internship contact between students, employees and external companies is stimulated. Students should help each other gain new insights during their internship. A mix of students from different backgrounds is preferred; an engineering student will look at a communication problem from a different angle than a marketing student. Contact with employees is stimulated to create support for their proposals and to give students an insight in the practical situation. The innovation lab has its own space, but students are free to work wherever they want.

Contact with external companies is promoted to help students expand their own networks and to let them gain specified knowledge. For example, when Rotor hires an advertising agency because of a proposal by a communication student, this student manages the contact with that agency. Furthermore, a student has more knowledge about the subject than any other employee; it seems natural to have them maintaining the contacts.

When the duration of the internship approaches its end, students are stimulated to write a proposal for a new internship or to find a successor. The same principle applies to the manager. Students and manager have a lot of freedom when it comes to recommendations and finding successors even to the possibility to say it is no longer a feasible project and requires no continuation.

### **AAA Concept Cars**

AAA concept cars stands for *Achterhoek, Authentiek, Anders*. Triple A has been formed by Rotor for two reasons. First, there was a high demand for electronic motors for cars that Rotor currently didn't produce. And second, to attach talented students to the region. The idea is to produce a prototype for an electronic car, allowing Rotor to experiment with this type of motor. The car itself serves as a promotional tool for rotor and therefore requires an eye-catching design and appealing story.

The car is build and designed by students. The AAA concept car project is very similar to the innovation center; the main difference is that the project manager is not a trainee but a permanent employee, Ellen Altema.

Managers from AAA and Rotor Innovation Center share their networks when it comes to maintaining contacts with educational institutions. Contacts between the students in AAA and Innovation Center are stimulated. The same principles regarding contact between students, employees and external companies apply at AAA.

## Philosophy

Managing director of Rotor and AAA cars Herbert Weekhout has an interesting underlying philosophy about innovation. According to Herbert, if you work more than three months at Rotor you are infested with the culture. This restricts you in the ability to see possibilities.

Try to improve something in department *A* and ask department *B* what they think department *A* is doing wrong and vice versa. If you ask department *A* what they think can be improved at their own department; they will say: *"nothing can be improved, we are the best"*. Ask them if they agree with the critique from department *B*. They will say: *"it's the fault of department C"*. You have to break that cycle.

The innovation center has a perishable nature. That's where its power is. You need a continuous flow of new impulses, new managers, and new interns to keep the innovation process going. And even that process can be perishable. If you are not careful you will start creating profiles and boundaries where new managers and interns are fitted in. As soon as you do that you are killing the innovation process. You need managers with different styles and different backgrounds, students as well.

Some new managers need three months to read everything there is to know about the innovation center. That's fine because sometimes you also need that reflection, but if you have three of those in a row you'll lose progress, there is a chance that means the end of the innovation center, but you have to take that chance instead of trying to create a profile of the ideal manager. The same goes for the students.

Organizing the work is something you have to do yourself. The detailing can be done by whoever you hire for it. I don't need to know how much it benefits my company in terms of profit or ROI. If I see proposals by students getting implemented I know I benefit because they are responsible for their own implementation.

We have started this center in 2007. I think we need 5 to 7 years to fully embed the innovation center in our organization.

## Summary and Conclusions

### Vision :

Employees that work at the company for more than three months are infested with the company's culture. They don't see any new options anymore. You need fresh eyes to look at old problems. Also, trying to control the innovation process kills the creativity. The innovation-lab is managed by a new trainee every eight months. There are no set of standard requirements a manager should meet. He or she is responsible for his or her own successor and even has the freedom to stop the project if it is no longer beneficial.

### Management:

The innovation-lab is managed by a trainee from the fast forward program. Talented graduates fulfill three management positions each for a term of eight months. One of these positions is at Rotor. This allows Rotor to get a manager for relatively low costs.

### Participants:

The participants in the innovation lab are students from the region from varying levels of education. An internship takes five months. This gives the manager three months in advance to find

opportunities in the organization and assemble a team of students. The students are hired based on their motivation and are required to write their own assignment. Furthermore they are responsible for the implementation of their own project.

**Level of freedom:**

The main lesson to learn from the innovation-lab and AAA concept cars is the amount of freedom that is reserved for the manager and the students. Students can approach everybody in the company, and they maintain contact with external companies by themselves. Students write their own assignment and the manager is responsible for the direction the innovation-lab is going during the eight month term. Trying to predict or influence that direction leads to disappointments. Instead of predefining exactly what benefits are expected to originate from such a concept it is preferred to trust the students in doing *something* beneficial. Benefits are not always measurable in terms of profit or not measurable at all. Accept a large amount of uncertainty and put a lot of trust in the participants. Setting up that structure is the hard part. You have to do that yourself. The detailing of plans can be left to others.





## Appendix III – Types of Collaborative Clusters

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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.

So far, a number of authors describe various forms of collaboration or open innovation. Gordon and McCann define different levels of intensity in collaboration within a spatial cluster. According to these levels, all examples that have been visited would fit in the category of a social network model.

Miles and Snow Created their fictional OpWin platform which is another variation on the examples that have been reported on and would also fit into the social network model of Gordon and McCann.

Schweisfurth et al. describe various types of open innovation based on user participation and corporate levels describing the various forms of involving users and customers in the creation of new products.

An overview of the different types of spatial clusters that can be found in practice, seen from a collaborative point of view has not been produced. 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.

It is concluded that the two factors that influence collaboration 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 this role is not always the same. A separation can be made between two forms of clusters. One, the cluster is initiated with a primary goal towards collaboration. Two, 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.

### Management tasks

Every cluster has a form of management that performs certain tasks. A division between two types of management can be made. One, the management performs general tasks that benefit but do not influence the behavior of individual participants (ordering paper, promoting the building, maintaining facilities). Two, the management performs tasks that benefit and influence the behavior of individual participants (provide coaching, compose briefings).

### Categories of collaborative forms in spatial clusters

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

## 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 a collaboration initiated by a facilitator have various benefits. They 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.

### *Expected from management: Carrying the risk*

The tasks required from management can highly vary, mainly because management can choose to outsource any part of the process to the participants. Management is responsible for acquiring projects, setting up goals, create planning and to minimize the risks.

Before a project starts management is responsible for minimizing the risks. This includes having access to enough participants too choose the best participant for the job. Therefore, promoting the platform is a key element for management

When a project is running management is responsible for facilitating the collaboration between participants, this means organizing teambuilding events, providing work space, tools, lunch etc. It all depends on the assignment and the agreements between management and participants, but having final responsibility means making sure the participants have everything they need to deliver a high quality product. Providing an adequate reward is not enough, if a participant has to make high additional costs; for example, to rent work space or sleep in a hotel, the management has to make arrangements. Furthermore, creating functional teams is a very important aspect of managing this type of collaboration. Furthermore, the management has to minimize dependence on participants.

For example, what if they need to be somewhere and they are stuck in traffic? If it is a really important gathering, better put them in a hotel the night before. What if their computer crashes and all project data get lost? Have them send backup-copies to your server every day.

*Expected from participants: Deliver quality*

Participants are expected to work according to their briefing and their capabilities. Furthermore, they just have to do everything that is required from an employee at any other job. This includes communicating progress and problems, adhere to agreements and take on a collaborative attitude.

**Characteristics:**

**Distance between participants: Varies**

As discussed previously creating functional teams is a very important aspect of managing this type of collaboration. In many scenarios about this type of collaboration, the participants that are going to work together are likely to have never met before. Furthermore, it is also likely they come from different places (cities, countries or even continents) and therefore physical distance and cultural barriers can be a problem.

**Uncertainties: High**

It is hard to predict how two or more people that you don't know will respond to each other when forming a collaboration. A facilitator that works for a client needs to deliver a high quality product, on time, on budget. In this type of collaboration all uncertainties are carried by management, it has been discussed what is expected from management to reduce these uncertainties. In case a facilitator is its own client it has the luxury to maintain a more experimental approach. This type of facilitator has more control over what kind of company activities are performed by participants and therefore has more influence on the amount of risk involved.

**Shared vision: Implemented**

Management is responsible for implementing a shared vision across the teams. As discussed before, distance between participants in this type of collaboration makes it a challenge to achieve this. But because every participant receives the same briefing the facilitator has a high level of influence.

**Identity: Credits go to the facilitator**

The participants give up their own identity and become part of the facilitator's team. All credits go to the facilitator or its client.

**Learning to collaborate: Responsibility from management**

The participants are likely to have never met, every time a new project starts. This means they have to start learning to collaborate all over again at the beginning of every project. Management is responsible for creating successful teams. An option to minimize the risk is to select participants that have proven to be good collaborators in the past. It is mostly management that has to learn how to collaborate with participants.



## 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. Which activities are organized to do this, and how well they are performed depends on the management. 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 association towards clients and work in a stimulating environment.

### *Expected from management: Mentor to the participating companies*

What is expected from management is a very open debate, because what is stimulating entrepreneurship? It depends on the agreements between management, city governments, housing corporations and sponsors. Just maintaining the facilities within a building can be enough to make a claim on the stimulation of entrepreneurship. That's why the term incubator is heard very often, referring to any place where entrepreneurs have the option of renting cheap work space. It was chosen to nominate a cluster for incubator when management actually performs activities that are beyond maintaining the building. Expected activities from management include: organize network events, organize social events, contact and maintain relationships with additional sponsors, contact and maintain relationships with educational institutions, provide coaching and promote the incubator.

Furthermore, management is expected to keep track of individual progress by entrepreneurs and try to steer things into a positive directions when they threaten to go wrong. The incubator loses his strength if the general atmosphere lacks motivation, management is expected to reward the motivated participants and remove the unmotivated participants. Management is also responsible for the selection of participants. Literature suggests the most successful incubators are organized around a central theme or target group (Costa-David et al, 2002. Schopman, 2009).

### *Expected from participants: Be motivated and deliver high quality work*

Participants are expected to positively contribute to the atmosphere inside an incubator. For example, attend network and social events and be present in your workspace. Participant get a lot of things under cost price, therefore it is expected they show motivation. If management feels a certain participant is denying somebody else his place they should alert and motivate him. If this does not better the situation a participant will be removed, like in the Creative Factory.

### *Characteristics:*

#### **Distance between participants: Low**

Distance between the participants is relatively low. They work in the same building or even in the same room which results in a low physical distance. Participants in an incubator are likely to originate from the area the incubator is in so there is a low cultural distance (especially if the incubator is organized around a specific theme or industry). Furthermore, the incubator consists of all starting companies which means that in terms of maturity there is also a low distance.

#### **Uncertainties: Low**

There is a low amount of uncertainty. The funding of most incubators depends on subsidies and is not dependant on the performance of individual companies. The most successful incubators are actually the ones that get the least funding (Costa-David et al, 2002). Probably because it forces them to be creative.

#### **Shared vision: Implemented**

Management is responsible for motivating the participants. Each participant has the same goals, because they want their business to grow.

#### **Identity: Benefit from incubator identity**

Starting entrepreneurs do not have a strong identity yet, they will benefit from a strong collective identity of the incubator. This will generate trust among potential clients. It is management's responsibility to promote the incubator.

#### **Learning to collaborate: Participants have to learn everything**

The participants get to know each other and therefore will learn to collaborate as they progress. As companies come and leave it is also management that learns how to work with entrepreneurs.

## 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.

### *Characteristics:*

#### **Distance between participants: Low**

Distance between entrepreneurs is very low. In most cases the entrepreneurs knew each other before they started the collective. This can bring additional difficulties; entrepreneurs might hide their entrepreneurial opinion in order not to damage friendships.

#### **Uncertainties: High**

It is highly uncertain when somebody from the collective decides to initiate a project and if this project will generate any success. For an entrepreneur initiating the project it is highly uncertain if enough co-workers can be motivated and if they have the time next to their own businesses. Therefore it has shown that individual entrepreneurs tend to focus on their own business more than on the collective. Sharing costs on facilities reduces uncertainties in entrepreneurship.

#### **Shared vision: Very distinct**

A collective usually has a very distinct vision. For example, the collective only works on sustainable projects.

#### **Identity: Collective**

Because the entrepreneurs choose to form the collective by themselves and have affinity with the collective's vision it is usually no problem to give up their own identity as an entrepreneur. Because they have affinity with this vision, it is probably no problem for them to have their name associated with the collective anyway and therefore it makes a great promotion tool to distinguish their own company.

#### **Learning to collaborate: As they progress**

The participants get to know each other and therefore will learn to collaborate as they progress.

## 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 accumulation 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*

This is the same discussion as on incubators and what is expected from the initiator. 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.

### *Characteristics:*

#### **Distance between participants: High**

Distance between entrepreneurs is high. The entrepreneurs don't know each other and there is no form of organization to bring them closer together. Initiatives towards informal exchange have to come from within the group of entrepreneurs; distance might decrease over time due to natural social interaction between the entrepreneurs.

#### **Uncertainties: Not so much to worry about**

While it is very uncertain how collaboration will form itself in an accumulation. The success of the cluster does not really depends on how the entrepreneurs react to each other.

#### **Shared vision: None**

There is no shared vision between the participants when they enter the cluster. A shared vision can originate from the group.

#### **Identity: Individual**

The entrepreneurs have their own corporate identity. They need it more than in any other type of cluster because no effort has been taken to create a collective identity.

**Learning to collaborate: As they progress and are motivated enough**

The participants can learn to collaborate if they really want to; they are not required to leave the building if they grow too large. This means entrepreneurs have a very long time to learn how to collaborate with each other.





## Appendix IV – Creative session HHS students

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### Appendix V - Creative session HHS students.

*30-08-2011/ 11:00 – 14:00/Den Haag / 1<sup>st</sup> year HHS Students / Creative Session*

#### Introduction

The HHS (Haagsche Hoge School) in The Hague offers a new study that teaches aspects of the innovation process. The study is internationally oriented and a lot of new students are not from The Hague. As an introduction to the city the students visited Hangar 36. Part of their education consists of getting familiar with brainstorm techniques. I collaborated with teachers and employees of the HHS to combine their visit to Hangar 36 with an introduction to the educational program. The students participated in a creative session with the goal to provide ideas for Hangar 36. The group consisted of 30 students. The session was facilitated by Elseline Epema who teaches brainstorm techniques at the study.

#### Preparation

The session was prepared by briefing the facilitator about Hangar 36 and their current problems in terms of collaboration. Because the group consisted of 30 students I decided to brief the facilitator with three sub problems. These were:

1. Why would Hangar 36 get promoted in the first place? And how does that benefit the businesses of individual entrepreneurs?
2. What can the entrepreneurs do to organize inspiring informal gatherings in Hangar 36 and to find inspiration outside? Where can they go? Who can they invite?
3. How can the entrepreneurs acquire projects from large clients to co-operate on?

To further connect the educational program with the assignment and to make it easy for the students to connect with the material an element of personal branding was introduced to the questions. For example: if Jamie Oliver owned the Hangar, how would he solve this problem? Other celebrities included, Mark Zuckerberg, David Beckham, Lady Gaga, Barack Obama and Steve Jobs.

#### The session

The session was held in the mutual space in Hangar 36. The students arrived and got a tour presenting all companies. Petra van Trigt provided an introduction to the students about the Hangar. I provided an introduction about my work and the assignment. Elseline provided an introduction to creative sessions and managed the groups. The students worked in small groups on their assignments and presented their ideas to the complete group in the end. All ideas were taped to the wall as a “wall of inspiration”.

#### Results

The session resulted in a great number of ideas, some are directly applicable others act as a source of inspiration and some are totally crazy. The celebrities are a helpful tool for the students to immediately think in concepts and to be original. A summary of ideas that are particularly helpful is provided in this chapter. These ideas are used to create meaningful, shared or coordinated activities.



#### Jamie Oliver

Jamie Oliver invoked a large number of food concepts; for Hangar 36 to present towards clients and for Hangar 36 members to get familiar with each other. Food might not connect Hangar 36 with its clients. Eating together and cooking for each other can prove useful when strengthening personal ties between the entrepreneurs. Food can play an important role in many events, combined with drinks it is probably the reason people want to come to these events in the first place.

Furthermore, “health” is a theme that can possibly be introduced on other things besides food as well.

#### David Beckham

David Beckham led to a number of concepts involving sports and perfume but also sponsorship. Hangar 36 sponsoring events or shows, is an interesting possibility to get exposure towards potential clients. Think about giving products or services away to celebrities to get exposure.

Another idea is to use David Beckham for inspiration in a design challenge, designing something inspired by him and use his name to sell it.

Furthermore, instead of being a sponsor, it is probably more interesting to look for sponsors.

#### Lady Gaga

Lady Gaga is known for her unusual appearances and video's, apparently she also designs her own costumes which are featured in her videos. This led to the very simple and effective idea for Hangar 36 to shoot a promo video, especially because the entrepreneurs already talked about a promo video during the lunch session earlier.

Also, numerous ideas that are similar to what has been proposed with David Beckham, to have celebrities being seen with items, things and fashion from Hangar 36.

Furthermore, having sculptures on the roof of Hangar 36. This is a great addition to the black and yellow stripes already visible while sitting in the train.

#### Barack Obama

Barack Obama inspired the students to get Hangar 36 to solve the economic crisis. Using social media just as Obama did in his election campaign. While Hangar 36 has nothing to do with politics or financials the idea of using social media is very powerful. More ideas have been proposed that use social media, which is no surprise if one of the celebrities is Mark Zuckerberg.

#### Mark Zuckerberg

As expected, Mark Zuckerberg invoked a great number of Facebook inspired ideas. Unfortunately not any of them describes any details of what to do when Facebook is actually used. However, I believe communicating and sharing knowledge through social media is a valuable aspect within collaboration. However, theory on communities of practice states that online communication is only to be used in addition to face-to-face communication.

#### Steve Jobs

Steve Jobs inspired the students to come up with a lot of high tech concepts. A lot of screens and interactive tablet like devices, on the walls, on the ceiling and in the tables. The idea of using (interactive) screens to promote the companies is usable, one of the conclusions from the lunch

sessions is that the companies are too anonymous inside the building. But we have to think about how to solve that within a reasonable budget. Duel for example has a small screen outside of their door. Combined with the promo movie that we make with Lady Gaga, screens in the Hangar can function as a good promotion tool towards clients.

## Photos









